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MEN'S WEAR REVIEW

VOL. XI. PUBLICATION OFFICE: TORONTO, JANUARY, 1921 NO. 1

For Spring
Feature
PERRIN'S
"ACE OF CLUBS"

By so doing you will help make 1921 a brighter year than that just closed.

The genuine value of our

Men's and Women's Gloves

is so generally recognized that displaying them is all that is required to sell them.

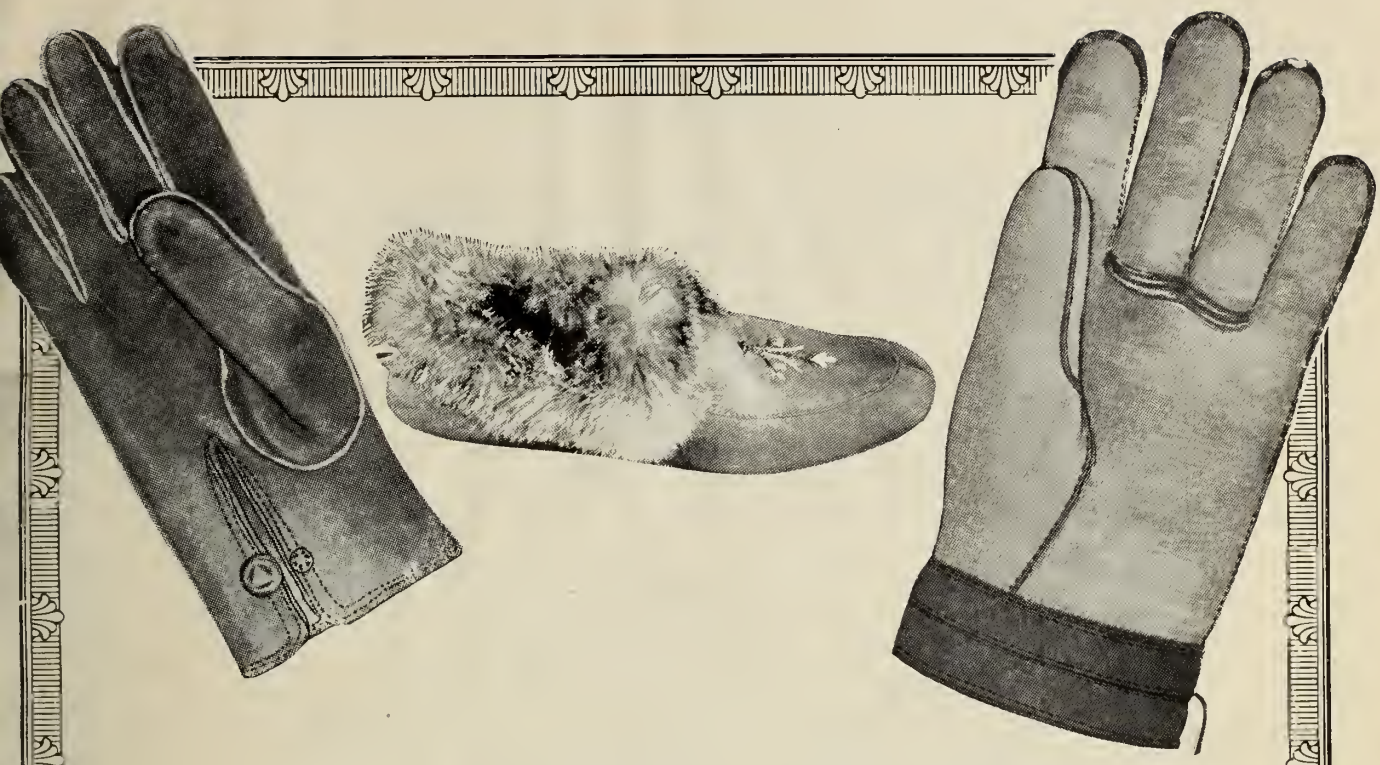
In every industry there is some dominating name associated with its development and establishment of high standards. In Gloves that name is

PERRIN'S GLOVE

Perrin Kayser Company, Ltd.

Successors to Perrin Freres et Cie

Sommer Building **Montreal**



GLOVER'S CRAFT MAKE GOOD

Do you know that their business is DOUBLING every year?

Why is that?

With the public now demanding service, price and the best in gloves, Glovers' Craft have come into their own. They are as near perfect as it is possible to make them and bring prosperity to every merchant who stocks them in response to the demand for gloves of reliable leather. smart appearance and practical wearing qualities.

Their range comprises a wide assortment of styles for men, women and children, Fine Capes, Suedes, Mochas, Peccaries, Dress Gloves, Motor Gauntlets, also Heavy Work Gloves and Mitts.

Hundreds of different styles for every purpose. Expert workmanship is apparent in every pair sent out.

Write, wire or phone if our salesmen, now on the road, do not get to you soon enough.

See our latest samples before ordering your Spring and Fall supplies for 1921 at pre-war prices.

We have also a splendid line of Horsehide, Elk and Jackbuck Moccasins and Slippers, which you will find helpful in speeding up your winter sales.

Glover's Craft, Limited

P.O. Box 1026 Montreal

Organized and supervised by Canadian experts, having upwards of twenty years' practical experience.

READY!

at the Home of Good Values and Satisfactory Prices, a wide assortment of Men's requirements for Spring:

"Racine" Working Shirts
"Hero" Fine Shirts
"Strand" (Chemise de Luxe) Shirts
"Samson" Pants
"Life-Saver" Overalls
"Record" Sox

Cravats
Belts
Suspenders
Gloves
Handkerchiefs
Collars
Underwear
Pyjamas
Ties, etc.

We are optimistic about the coming season for we have given careful consideration and study to the situation and have come to a realization of the fact that when the Quality is the BEST and the Prices are RIGHT, vigorous selling results and strain is relieved. This policy of full value for your money, we are endeavoring to carry out in our business as you will see by visiting any one of our numerous salesrooms. Our well-appointed stocks are of a quality warranted to please the most critical, and our prices show an orderly retreat to a normal basis.

If you cannot visit one of our salesrooms, write for a traveller.

Alphonse Racine Limited

60-98 ST. PAUL STREET WEST, MONTREAL

Manufacturers and Wholesale Distributors of Dry Goods

PERMANENT SALES OFFICES:

OTTAWA, 111 Sparks Street
QUEBEC, Merger Building
TORONTO, 123 Bay Street
HAILEYBURY, Matabanick Hotel
SYDNEY, N.S., 269 Charlotte Street
RIVIERE DU LOUP, Hotel Anctil
SUDBURY, Nickle Range Hotel
SHERBROOKE, 4 London Street
THREE RIVERS, Main Street
CHARLOTTETOWN, P.E.I., Queen and Sydney Sts.

FACTORIES: Beaubien St., Montreal; St. Denis, Que.: St. Hyacinthe, Que.

Announcing Tutt Clothes

We are as confident of the *Superiority* of Tutt Clothes as we are of the future of Canada.

That is why we make our initial bow to the trade at a time when *Quality* counts above everything else.

The quality, conservativeness, and workmanship displayed in Tutt clothes are three sound arguments for every salesman.

Mr. Merchant—you are thinking of a line of Spring clothes that will quicken turnover and bring a fair margin of profit. The buying public wants lower prices, but it also wants *Quality* and *Style*. We can guarantee both.

We ask you to see our sample lines before completing your Spring buying. Our representatives are out now and will call on you.

We specialize on evening clothes. All communications will receive prompt attention.

Made-to-Measure Clothes

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

21 Dundas Street East
Toronto, Ontario

Prosperity Shirts

Bring Year 'Round Profit

Those of your customers who consider themselves in the well-dressed class will be delighted with the quality and workmanship of PROSPERITY SHIRTS.

The assurance of reliability that these shirts give bring you a steady patronage that leaves a lasting confidence of all-year-round profitable sales.

We manufacture PROSPERITY Men's High-Grade Made-to-Measure Shirts—also a medium and better line of cotton and silk shirts.

SAMPLES ON REQUEST.

Prosperity Shirt Company

New Address, 12 Queen St. E., Toronto

Quality

CAMPBELL'S CLOTHING

Quality

To our friends and patrons who have done business with us throughout the past year, we extend our thanks for your patient forbearance and co-operation during many difficulties.

We can assure you that the quality of

CAMPBELL'S CLOTHING

for 1921 will be of the same high standard, the same good value as in the past, and trust that we will again be favored with your esteemed patronage.

We extend to you the heartiest Season's Greetings

The Campbell Manufacturing Co. LIMITED

Montreal

Made-to-Measure Peck's Clothing

For Better Business

It is the satisfaction you sell a customer that brings him back to your store. Men of discrimination pin their faith to

Peck's
Made-to-Measure Clothing

for Value, Style and Reliable Workmanship

These are the guarantees of satisfaction.

We are now preparing new swotches of samples, etc., for the approaching season, which include a superior line of patterns at attractive prices.

We shall be pleased to receive applications before revising our lists of special Made-to-Measure representatives for 1921.

Applications east of Winnipeg should be addressed to our Montreal office and those west to our Winnipeg office.

John W. Peck & Co., Limited

Manufacturers of
Men's and Boys' Clothing, Shirts, Caps, etc.

MONTREAL WINNIPEG VANCOUVER

Have You Given the Question of

Tweed Hats for Spring

Your Serious Consideration? If Not—Why Not?

Note these hats are better to-day than they have ever been; they are stylish, well made, having self bands or black ribbon bands. Just the hat to satisfy the most particular dresser.

Our stock comprises a complete assortment of Hats, Caps and Uniform Caps for Firemen, Bandsmen, Policemen, and Chauffeurs.

Also Graduation Mortar Boards.

We promise in the "Palter Sons" lines to give you every satisfaction.

Why not give us a trial?

We guarantee prompt delivery.

PALTER SONS

MANUFACTURERS OF

CLOTH HATS AND CAPS

122-128 WELLINGTON ST. WEST

TORONTO, Ont.

EVERYMAN'S
TROUSERS
for EVERYMAN
LOOK FOR THIS TRADE MARK INSIDE OF THE WAIST BAND
The Label inside of the waistband is your guarantee that you are getting
EVERYMAN'S TROUSERS
Handsome metal signs 15" x 4" for counter use or window display sent on receipt of post card. Write to-day.
"Everyman's" TRADE DAVIS BROS MARK

Also Selling

EVERYMAN'S BRAND SUITS

Write to our Custom Department

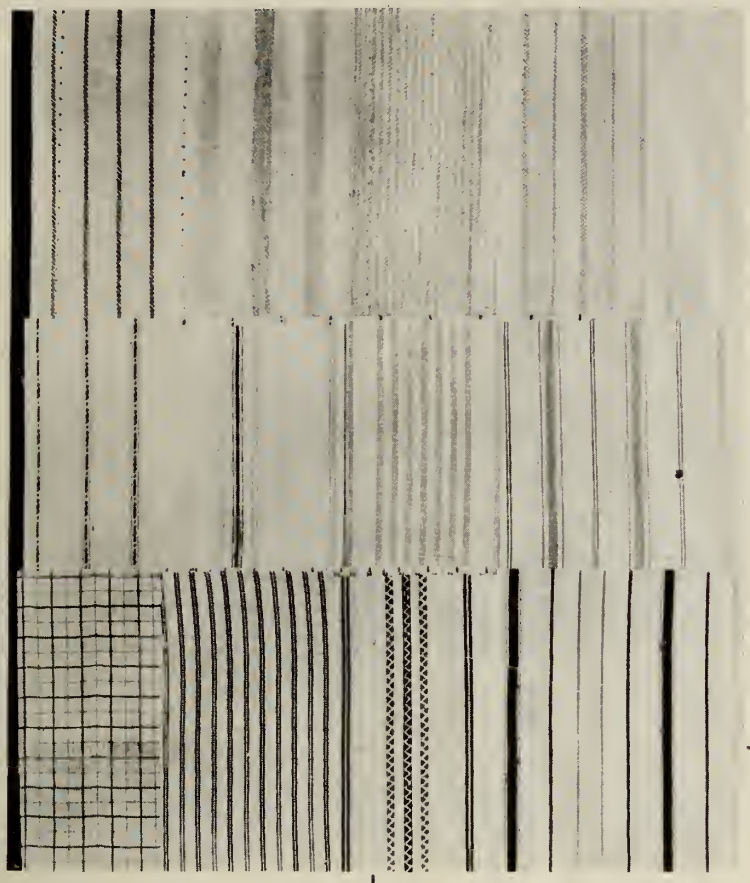
for

Made-to-Measure Clothing

Complete Lines for Spring and Summer

DAVIS BROS.

HAMILTON - ONTARIO



Made in desirable sleeve lengths, with your own name on every shirt if you so desire.

Our stocks are ready. Prompt deliveries assured for Spring.

FANCY PRINTS—
ENGLISH AND SCOTCH ZEPHYRS—
VIYELLA FLANNELS—

these are among the fabrics that make the range of style and fabrics The Lang Shirt Co., Limited, are showing for

Spring and Summer 1921

one of the most attractive ever shown by this firm.

The Lang Shirt Co.,

Kitchener LIMITED Ontario

Prepared for Immediate Delivery

Irrespective of the present existing trade conditions matters have been arranged whereby we are prepared to ship you—

ULSTER COATS FOR MEN, also imitation buffalo cloth coats and robes, Astrachan and buffalo cloth gauntlets.

Write us stating your necessities and we will mail you samples of cloth.

You will appreciate the ready sales of all our lines.

WB Barrie cloth WEARS BEST REG'D
THE ROBE & CLOTHING CO. LIMITED
KITCHENER, ONT.

A Happy New Year to Our Customers

You will find

UNIFORM EQUIPMENT

if it is made by

William Scully, Limited

the best drawing card you can feature.

Our Winter Uniform Caps and Metal Badges and Buttons, designed to suit every kind of uniformed employee, are smart and distinctive, for we have reached the Ideal in value and workmanship.

That 1921 may be a year of great prosperity for you is a wish which will come true when you display our business-getting lines.

Prompt deliveries guaranteed.

Send For Our Illustrated Catalog.

WILLIAM SCULLY, LIMITED

Manufacturers of Military and Uniform Equipment

320 UNIVERSITY ST., MONTREAL

WILLIAM SCULLY TRADE MARK REGISTERED MONTREAL

No. 1515

No. 1560

No. 1585

HICKOK Leads in Design, Quality, Workmanship and Value

The HICKOK SPRING LINE embraces many new and distinctive patterns and a new type of ratchet attachment guaranteed not to slip.

HICKOK QUALITY represents the highest attainable quality in belt and buckle making.

There's a HICKOK Belt to fit every price demand you have to meet. We make both belts and buckles in our own factory —so can sell you at comparatively low prices.

Salesmen now showing new styles

WRITE for the 1921 Hickok Spring Catalogue

HICKOK Belts & Buckles

The Largest Factory in the World Manufacturing Belts and Buckles

The HICKOK MFG. CO., Ltd., *33 Richmond St. West, Toronto, Ont.*

ROCHESTER, N. Y., U. S. A.

REGISTERED

Our complete line of Hats and Caps and Children's Goods for Spring, 1921, will be ready for inspection during the month of January.

There is complete avoidance of the commonplace in our smart Spring line of children's Head-wear. Snappy metropolitan numbers with salability sewed in.

You will find that these hats and caps always sell—no matter what the business conditions may be. When caps are good the sales take care of themselves.

Should our representative miss you, a post card will bring you samples.

The House of Service

Palter Cap Co. Limited
122-126 Wellington St. W.
Toronto, Ontario

LION BRAND BOYS' CLOTHING

The Boy---He Knows

The real active, athletic boy, even in playtime, knows when he is in an equal class with his playmates. If his clothes always retain their shape and he is not afraid to move naturally, knowing that his clothes will stand it, he will be pleased.

Therefore, Mr. Merchant, you will find it profitable to suggest "LION" Brand Boys' Bloomers and Suits. The general prices will be adjusted shortly, to a level satisfactory to all.

The JACKSON
Manufacturing Co., Limited
Makers of the "Lion" Brand Boys' Clothing
CLINTON, ONTARIO
Factories at Clinton, Goderich, Exeter and Hensall

Quality Will Count

Parents will insist upon quality (which they know means money-saving in the end) when choosing clothing for their boys. In such a time no line will come quite so surely into its own as

JAMES CLOTHES

"Mother's Choice"

JAMES & CO.
Limited
200-206 Adelaide St. W., Toronto
Makers of Clothes for Boys and Young Men

Marcy

A NEW

ARROW COLLAR

Cluett, Peabody & Co. of Canada, Limited.

THE CELLULAR CLOTHING Co. Ltd
AERTEX
LONDON

WILL YOU BE PREPARED?

WHEN YOUR CUSTOMER SAYS
"SHOW ME YOUR
AERTEX"

Canadians are looking for goods offering comfort and service.

"AERTEX"
Shirts and Underwear give the maximum of both.

"AERTEX"
Coast-to-coast advertising will tell its tale to the consumer this coming season—and

"AERTEX"
Has a story worth the telling.

"AERTEX"
Are the original genuine cellular garments—and

"AERTEX"
Reputation is world-wide.

"AERTEX"
Samples are now in our travellers' hands, and we invite your inspection.

"AERTEX"
Has come to stay—because your customer will stay with
"AERTEX"

CELLULAR CLOTHING CO., LIMITED
WILDER BUILDING, MONTREAL

Pleased Patrons and Good Profits

A stock of warm, wonderfully comfortable, Atlantic underwear is an investment which yields the dealer big returns.

Wool from the backs of hardy Maritime sheep is knitted into soft, warm yarn and woven into garments which give absolute satisfaction. Atlantic garments never chafe or bind.

Their sale is good business. It ensures contented customers and good profits.

Atlantic Underwear
COMPANY, LIMITED
MONCTON N. B.

E. H. Walsh & Company
Montreal and Toronto
Selling Agents for Quebec, Ontario and Western Provinces
15

ATLANTIC

Bengard
B GARDNER & CO

Bengard
Clothes

B. GARDNER & COMPANY
MONTREAL

Good Judgment

is required in buying for this year

Canadians are over their spasm of extravagance and now are buying with their old time care and thought.

Merchants must buy only those goods that the public want—they cannot afford to have goods lying on their shelves.

The secret of good merchandising is to *keep your money moving*—don't have any idle stock—handle only goods that are active.

Even in the dullest times people insist on wearing

"CEETEE"

THE PURE WOOL UNDERCLOTHING THAT WILL NOT SHRINK

"The woollen underwear without the itch"

The famous sheep trade-mark is known from Halifax to Vancouver as a result of our many years of consistent advertising. "Ceetee" is the only underwear made in Canada that is reinforced at all wearing parts.

Worn by the best people
Sold by the best dealers

Wait till our traveller shows you samples before ordering your season supply.

MANUFACTURED ONLY BY *Turnbull's* of Galt

1921

Are we downhearted? **NO**

Our slogan is always the same **KEEP ON**

You will prevent dark days for Canada and yourselves if you **BUY**

Enough merchandise to keep **YOUR**

Stock sizes and styles to fill your **REQUIREMENTS**

We have a big stock of piece goods on hand and are buying more every day. We have operated right along and always have a full assortment of ready-made for SPOT DELIVERY, so when in Montreal, hang your coat in our office and be at home, and if not coming, use the wire.

Spring Suits and Top Coats

$12.00 to $50.00

If you wish to come out victorious in this readjustment period—buy

"Victory Clothes"

Made only by

Gariepy & Frank

234a St. Lawrence Blvd. - Montreal

Let him help you

There is a better way to keep the store records you need

In your province there are representatives of The National Cash Register Company of Canada, Limited. They are students of business systems. They have been trained to be of service to merchants—to help merchants solve their problems.

Let one of our representatives show you how you can get the store records you need without working overtime on day books, pass books, ledgers, and memorandums.

He will show you the easiest way to get the records you need every day to control your business.

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED

1921 VALUES

Catching the elusive dollar these days takes better values than it used to.

CROWN PANTS

made from the finest fabrics, styled to the minute and faultlessly tailored, are admirably adapted both in quality and price to the public's present state of mind.

Our travellers will be in their respective territories early in the year with a complete range of Outing and Tennis Trousers, Dress and Work Pants and Riding Breeches; also Boys' Knickers, Bloomers and First Long Pants.

It is our intention to invoice all purchases at the market price prevailing at the time of shipment, regardless of the price at which the order was placed.

We hope that the New Year will prove a bright and prosperous one for all.

Crown Pants Company

322 Notre Dame Street W.
MONTREAL

Let This Year's Slogan be

"SERVICE"

If you adhere to the sound policy of selling service in coats you can have every confidence in the future of your coats business. Your net results will not only bring in a fair monetary return, but also a steady upbuilding of esteem for your integrity.

DUKTEX COATS

are an established line which meets every desire for quality, style and price.

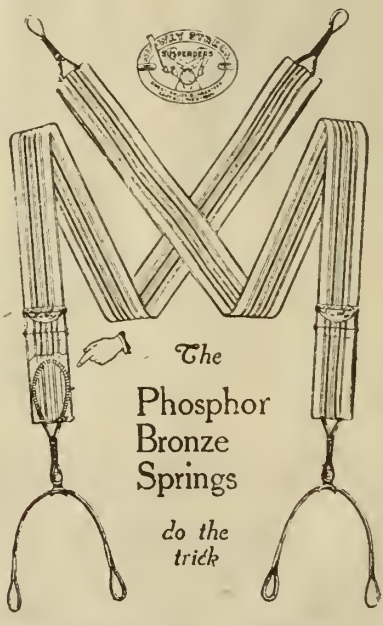
See the samples our representatives are showing: Single and Double Texture Tweeds, Paramattas, Gabardines and Leatherettes, for Men, Women and Children.

Our Spring Orders will be invoiced at the market price prevailing at time of shipment.

We trust that the New Year will be a prosperous one for those who handle Duktex Coats.

Duktex Coat Co.
322 Notre Dame Street West
MONTREAL

Eventually!



You will want the "Nu-Way"

Built for Service with a Year's Wear Guaranteed

? ? ? ?

No Question They're the Best.

Let Your Next Order Be for "Nu-Ways" *Then Always.*

Nu-Way Strech Suspender Co.
MANUFACTURERS
St. Thomas, Ontario

MEN'S WEAR REVIEW

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THE NEW YEAR

EVERYBODY is wishing everybody else a Happy and Prosperous New Year. But have you planned to make this a prosperous year? Have you really taken your pencil in your hand and done some figuring for the next twelve months? Or have you joined the Apostles of Gloom who are always loudest in their cry when there is a slight temporary depression? If everybody talks gloom, everything will be gloom. If everybody begins to talk good times, as everybody has a right to when one considers the tremendous possibilities of development in this country, we shall soon have a "good times" wave started. The new year sounds a warning to be careful in all things, to buy cautiously—but to buy—to work for greater efficiency in store management and system. But the new year says absolutely nothing that lends encouragement to the wail of the pessimist. Start out the year in the right frame of mind.

A BARNACLE REMOVED

THE Luxury Tax is gone. Let the dead past bury the dead. It is evident that it was not a great revenue-producer; as a measure of direct taxation it can hardly be said to have been greeted with encouragement; as a curb on extravagance it may have contributed something to the lowering of prices. But it is gone, and with it one of the barnacles that hampered the progress of the trade.

The removal of the tax, however, will be of considerable moral benefit to the trade and will relieve thousands of merchants of burdensome detail in connection with the operation of their businesses. They should not be slow to take advantage of the situation and use it as an additional reason for inducing the buying public to come into the market for their requirements. It has been a thorn in the flesh, and now that the thorn is removed the organism of business ought to operate the more freely. Every incumbrance removed gives that much more freedom of action in merchandising. It not only gives greater freedom of action to the retailer, but it gives a like freedom to the purchaser, who, in innumerable instances not only objected to the payment of the extra amount of money but regarded it as an injustice because they were opposed to the principle of direct taxation. All these considerations will accumulate advantage to the retailer.

Looking to the future, the removal of this tax will be a decided advantage to the whole trade unless the catastrophe of getting back to pre-war prices and conditions overtakes us. To get back to pre-war prices and conditions would re-introduce wage scales and sweatshop conditions that would be deplorable. The "decline" in prices, after all, has been more of a panic up to the present time, and instead of spreading over a year or two, or even three years, as was predicted in many quarters, has come with a rush. We do not believe that present retail prices are permanent; that is why we say that the removal of this tax will be of considerably more benefit in the future. Prices may never, at least for some years, reach the same high levels that they have reached since the war, but that they will be nearer those levels than they are at present is to be expected and hoped. Many lines of men's wear are selling below replacement value at the present time, but if conditions become more settled there will be an upward tendency again. We hope that, with conditions more normal, merchandise sold over the counters of clothing and haberdashery merchants will retail at such a price that, were the luxury tax still on, it would apply. It will be then that the relief from this tax will be more manifest, perhaps.

If the removal of this tax will alleviate the suffering caused by unemployment then it has not come too soon. It undoubtedly is a contributing cause to a combination of circumstances which resulted in unemployment, but we are inclined to the view that, in giving it as one of the "principal" reasons for the removal of the tax, it is a bit of Government strategy having in view another election. It is, perhaps, a shock absorber for the Board of Commerce's assassination and a further play into the hands of labor.

NO TIME FOR RESTING ON OARS

THE mere fact that the Government has removed one of the outstanding obstructions to trade during the past year is no reason for clothing and haberdashery men to feel that the need of organization is less than it has been. The Luxury Tax was but a passing phase in the development of the entire trade throughout the country. The very fact that it was ever brought down rather points to a weakness, or rather to the lack of organization amongst the clothing and haberdashery fraternity in Canada. Were the organized viewpoint of the trade better known, governments would probably hesitate to introduce a budget dealing such a death-blow to trade before consulting some of the leaders of the manufacturing, wholesale and retail interests. Of course the flimsy excuse was given that to have done this before bringing down the budget would have been to listen to a host of biased views. It seems strange, however, that the Government is blind to consistency when they appoint a Tariff Commission to travel from one end of the country to the other to get the opinions of varied interests on the tariff before taking any action along the lines of tariff adjustment.

The need of organization is just as great as ever. We are still in the midst of a readjustment and the helpful exchanging of views at Ottawa during the convention on February 21 and 22 could serve a very useful purpose. Other problems will arise from time to time which should be considered nationally, and in the light of the entire retail trade of Canada. It will only be an organization that is assertive by reason of its overwhelming numbers and united view that will carry weight in the councils of the Government, be it either Dominion or provincial. We hope that merchants are making the necessary arrangements to attend the Ottawa convention so that the interests of sound and efficient organization may be promoted.

ADDING NEW LINES

MERCHANTS should not lose sight of the fact that the removal of the Luxury Tax permits of the addition of new lines of merchandise, the sale of which was rendered harder by this tax. There are, doubtless, many retailers who had allowed their jewellery lines to become depleted on account of this tax; others may have been deterred from putting them in because of the tax itself. In many other lines of accessories, quality has been sacrificed in order that merchandise might be offered at such a price that the tax might be escaped. It would be wise, perhaps, for merchants to now go carefully over their stocks and fill them in with good quality merchandise, or to add such new lines as will make their stores a store for men's wear in all its ramifications.

BRIEF EDITORIAL COMMENT

THANK YOU, Sir Henry.

* * *

WE HOPE that the year 1921 will end as happily and as prosperously as the year 1920 began.

* * *

SHADES of 1920! May they pass as a tale that is told, as a year that started out as a pleasant midsummer night's dream but ended in a horrible nightmare.

* * *

THE REMOVAL of the Luxury Tax is partly due, says a Government statement, to the desire to relieve unemployment. But it will create much more than it relieves. There are thousands and thousands of merchants now out of a job—they have been discharged as Government tax collectors.

Bear in mind the Ottawa Convention at the Chateau Laurier on February 21 and 22. Only the considered deliberations of a majority of the trade will enable it to face the problems of the coming year with greater confidence and success than it otherwise could. It is in your interest to contribute your share to these deliberations.

The Value of Careful Inventory

Suggested Form to be Used Which Will Provide for Mark-Down and Will Absorb Loss at Proper Time—Wise to Know the Age of Stock so That "Dead" Lines May be Moved Out—Other Features.

STOCK-TAKING this year possesses some new features. Whereas a year ago we were on a rising market and turnover was rapid, we are now on a falling market and turnover has slackened considerably. This change involves two main considerations: there will need to be a mark-down on cost and selling price; and there will need to be a careful analysis of the quantity of stock on all lines, and their age. This latter consideration is important in view of the greater necessity of turnover, a necessity that becomes more pressing in view of a falling market and greater competition. For the time being, volume of customers is more important, perhaps, than considerable profits; and to get this volume of customers business may have to be conducted on as narrow a margin of profit as possible.

We reproduce on this same page a form which, we believe, will render material assistance to the merchants in their annual stock-taking for 1921. Almost this same form was used by the Haberdasher of New York in a recent issue of our contemporary across the border. It seems to us to provide for the contingencies of this annual inventory of stock in the various departments. It is advisable of course, to have a sheet for each department; there might be one even for each line of merchandise carried such as clothing, collars, ties, shirts, etc. To insure against any sheet being lost, it might be advisable to number all the sheets before beginning the inventory, so that when the recapitulation takes place, it can be discovered if any of the sheets are missing.

Price Alterations

Perhaps the most important feature of the stock-taking is the alteration in the cost and selling prices of the different lines of merchandise. Provision is made, as will be seen, in this chart, for these alterations. Before these sheets are used, of course, the different lines, and the different prices in these lines, will have to be assembled so that they can be called conveniently. There may be some merchants who do not mark on their sales' tickets, by a code mark, the date on which the merchandise was received. In that case, it will be more difficult to fill in the first column, "Age"; but it seems to us that it is highly desirable that the age of all lines of merchandise should be known at the annual stock-taking. But we will deal with this later on. Under the column heading, "Cost before inventory" and "Cost after inventory" a very important feature is considered. In view of the declining market what percentage of mark-down have you decided upon? It will vary on different lines, no doubt. For instance, certain lines of Stanfield's underwear can now be purchased at 30 per cent. less than when it was bought. The mark-down, therefore, should be that much. Other lines, such as clothing, have now dropped as much. In another article in this issue we quote Max Beauvais, of Montreal, as saying that the average should be 20 per cent. Some merchants think that too high, and prefer 15 per cent. That is for the merchant to decide for himself. As will be observed, these two columns refer to the individual article, whereas the two following columns, "Total invoice cost" and "Total cost reduction," refer to the totals. Similarly, the two columns, "Selling price before inventory" and "Selling price after inventory," and the two which follow these.

The "Age" Column

The "Age" column is an important one and should tell the merchant some useful information which should be a careful guide to him, not only for the immediate but for the distant future. He will discover some lines of merchandise that have been in stock for a long time. Why? There is food for analysis here, and warrant for action. It may be discovered that there has been an accumulation of odd sizes, of bad styles that have not moved for some reason or other, of shop-worn goods that have been stuck away in a corner. This column may tell one of a dozen useful things. If there has been an accumulation of odd sizes, or slow-moving styles, or what might be termed "junk," it is high time to move them out, even at a big loss. At the same time, here is a guide for the future; don't buy these lines in such quantities, or be more careful in the selection of styles. Study your customers more and come to more certain decisions with regard to the kind of merchandise they will buy. Your rate of turnover can be estimated from this column, and this may impress upon your mind the necessity of quicker turnover at a reduced margin of profit.

What Lines Are Profitable

This inventory ought to tell the merchant what lines are profitable and what are not so profitable. He may decide from this that some lines might as well be dropped altogether, that there is not a sufficient call from the customers who patronize his store to carry certain lines that have been carried. The gross profit can be obtained from this inventory sheet, and that will be a guiding star for the future.

Moreover, from the financial statement that is made up at the end of the year, the cost of doing business can be arrived at, and that is one of the very important things to know at the beginning of the financial year.

Reserve Stocks

Particularly with regard to reserve stocks, the annual stock-taking resolves itself into a long and tedious job of opening parcels and boxes, counting the number of articles and marking the details on a small slip of paper to be attached where it will be easily seen with a little time and care. Much of this may easily be avoided. For instance, when the forward stock of underwear is changed from Summer goods to Fall and Winter weights, if the stock is taken at the time it is put away into reserve and listed on one sheet to a line, it is surprising how much time will be saved later on. When it is unlikely that the goods will be used they may be tied up with a cord so that the clerk who might have occasion to show them will have a double reminder that the goods have been listed, and will change the list accordingly.

Odds and Ends

Odds and ends of various lines are often discovered while stock-taking is on, and these should be placed on the bargain counters at prices which will ensure their prompt disposal. With a little care there is no reason why so many merchants should have so much stock that is usually termed "dead." When these lots grow to larger quantities—and it is surprising how quickly they will do so—it cuts quite a figure into the final column of profits.

Age	Lot No.	Quantity	Description	Cost Before Inventory.	Cost After Inventory	Total Invoice Cost	Total Cost Reduction	S. P. Before Inventory	S. P. After Inventory	Total Selling Cost	Total Selling Reduction
A	763	5	Fancy Brown	28.00	23.00	140.00	25.00	42.00	35.00	210.00	35.00
A	764	1	Brown Mixture	27.00	20.00	27.00	7.00	40.00	30.00	40.00	10.00

Making Advertising a Powerful Searchlight

Percentages of Appropriations for Different Campaigns Suggested—Largest Percentage for Newspaper—Using Previous Year's Sales as Basis for Appropriation

Eric W. Gibberd is the advertising manager of R. H. & J. Dowler, Limited, with stores in London, St. Thomas, Windsor and Sarnia. Mr. Gibberd in response to a request from Men's Wear Review consented to write a series of articles which will extend over some months on the question of advertising and card writing, and these articles will be accompanied by illustrations which will be of great value and assistance to the advertising man wherever he may be, and to the card writer. This is the first of the series.

THAT advertising is a forceful, constructive power, the ready and willing servant of the modern business man is admited by all. The one time question of "Shall we advertise or shall we not?" is changed to "How and when shall we advertise?" Few indeed are the businesses that do not in some way make profitable use of the printed word.

To your store, having the right merchandise at the right price, properly displayed. with salesmen ready and willing to give prompt, courteous service, publicity can and will when rightly directed produce worth while dividends.

Advertising has been likened to a powerful search light with its rays directed upon a business, its good and in equal measure its bad points become known to the public.

No sooner has a merchant decided to make an appropriation for advertising than from all quarters enthusiastic salesmen hasten to offer, in their own words, the one and only medium. In this, the first of a series of articles on advertising, we can not do better than discuss the best mediums and the proportion each should absorb of the total appropriation. The following outline with the diagram, Fig. 1, must naturally be somewhat general. Its practical application can be modified and adapted to suit almost any needs.

Advertising appropriations range from a fractional percentage in some of the more conservative lines of business up to 20 and even 30 per cent. of the total turnover in such lines as patent medicines, tobacco, etc. It is generally conceded that the men's clothing business can safely spend from 2 to 4% on publicity. Appropriations are usually made by deciding upon a percentage of last year's sales. At the present time of unstable conditions and general deflation, while advertising must continue, waste must not. Too great emphasis cannot be laid upon careful laying out of money for advertising. Whatever method is taken of apportioning the amount, the sum should be sufficient, budgeted for use month by month with a reserve to meet unforeseen exigencies.

Newspaper Backbone of Advertising

The most considerable and in nearly all cases the "backbone" of the advertising campaign is the newspaper. The writer knows several progressive, successful merchants allotting from 55, 60, to 65% of their appropriation to newspapers. Next month's article will deal with the preparation, illustration and writing of newspaper advertisements.

Direct Mail

Of recent years "Direct Mail" advertising has grown greatly in favor, many firms now spending 10, 15, and in some cases 20% of their appropriation. With good mailing lists, this form of advertising has been cleverly likened to shooting at your taget with a rifle, while we all know that too much advertising has much of the scattered, small power characteristics of the shot gun.

One of the factors that has brought "Direct Mail" advertising into greater favor is the fact that although on all hands printing costs have soared, the postage stamp, on third class matter, still carries its pre-war burden.

Outdoor Advertising

"Outdoor Advertising."—The painted bulletin board and poster, have a distinct place in all well balanced appropriations. Their function is to familiarize the public with your firm name and product—their action is largely by suggestion—the passerby on the street repeatedly sees your name connected with your product. Sooner or later he'll need that product, and naturally he associates your name with his need, the logical outcome is a customer in your store.

The type of business, size of the town and local conditions, make it almost impossible to lay down a definite rule as to the percentage that should be spent upon "Outdoor advertising." Many firms in the medium and larger cities are finding it profitable to spend as high as 20% of their appropriations in this manner. In thickly populated country districts it brings good results when displayed along much travelled highways.

Miscellaneous

Programmes, novelties, and special forms of advertising.—Keen buyers of media are refraining from using these obviously secondary forms of advertising to any great extent. Local conditions often alter the best general rules, and often it is good policy and indirectly profitable to support with advertising worth while local causes. Nevertheless as a class these mediums are not as resultful and reliable as those previously discussed. In the writer's experience it is advisable to let as small as possible a percentage of your appropriation become dissipated on these, as a class, unprofitable forms of advertising.

The object of all advertising is to bring customers to your store in the right frame of mind. Too much emphasis can not be laid upon the necessity of backing up every advertised statement. Let the customer get more than he was led to expect, let the atmosphere of your store breathe welcome as he enters and the courteous treatment he receives make him glad to come again.

The above diagram illustrates the accompanying article by Mr. Gibberd. It outlines in a very understandable way the percentages of the advertising allotment to the different forms of advertising.

British Industries Fair, London, Birmingham, Glasgow

Complete Arrangements Have Now Been Made—British Overseas Department Will Render Assistance to Canadian Buyers —F. W. Field in Charge.

ARRANGEMENTS have now been completed for the reception of a record number of visitors to the British Industries Fair, which opens on the 21st of February at London and Birmingham, and on the 28th of February at Glasgow.

The first British Industries Fair was held in London in 1915, and the success which has attended the fairs held since that date has satisfied the Department of Overseas Trade as to the correctness of the system of organization. The coming fair, though vastly increased in size and comprising the largest number of exhibitors of British and Colonial manufactures ever assembled in one trade fair, will be run on the lines which proved so successful in the past.

As only genuine trade buyers are invited, all who visit the fair are known to be there for business and not for curiosity. Exhibitors are therefore able to give proper attention to the buyer and the buyer is able to do his business unhampered by crowds of sightseers.

The services which are rendered to the invited buyer do not end with the mere bringing together under one roof of the chief British manufactures. Every possible assistance is given to him in finding the particular articles he wishes to buy. The resources of the British Government are at his call. In the Fair buildings the Department of Overseas Trade opens fully staffed offices in order that buyers and exhibitors may obtain authentic information on all points of importance. F. W. Field, the British Government Trade Commissioner at Toronto, will be in attendance at the London Fair and will be pleased to meet and assist all visitors from the Dominion. Other officers of the Department will be available to answer inquiries as to tariffs in all parts of the world. A special staff gives information as to shipping and transport and other officials are prepared to advise as to the most likely sources of supply, not only of the articles included in the Fair, but also of all Empire productions. Such assistance is of incalculable value.

The Department's help does not stop with advice and information. Material arrangements are made for the buyer's comfort and assistance at the Fair. Interpreters are provided for his use free of charge. Special writing rooms are set apart for his convenience, where he can carry on his correspondence. Special Post Offices deal with his letters and telegrams. Restaurants and tea rooms make it unnecessary for him to leave the Fair buildings to get his meals.

Visitors to the Fair also receive valuable assistance from the manner in which the catalogues at the Fair are produced. Instead of being mere lists of the names of the exhibitors, they are books of reference in which they can find in their own language a classified index of every article exhibited. Supplementary pages contain tables of English and foreign weights and measures compared; and the moneys of all the principal countries are compared with the English equivalents.

The catalogues are not sold, but are handed gratis to all visitors to the Fair from overseas. Their contents, serving as they do, as books of reference for the year, and consulted regularly in all parts of the world, are edited with expert knowledge by selected officers of the Department of Overseas Trade and the local committees.

Buyers from overseas who wish to visit the Fair should apply as early as possible to the nearest British Trade Commissioner at Montreal, Toronto, or Winnipeg, from whom they will be able to secure full information. On their arrival in England it would be to their advantage to communicate at once with the Secretary, British Industries Fair, 35 Old Queen Street, London, S.W., or should the Fair have commenced, at the White City, Shepherd's Bush, London, W. 14.

Intending visitors will do well to secure hotel accommodation in advance. Messrs Thomas Cook and Sons will provide every facility for doing this.

KEEP ACCOUNTS FOR INCOME TAX

Many of the difficulties which taxpayers find themselves in, as the company says, are due to defective bookkeeping. Now the Income Tax Act expressly declares that "If a taxpayer fails or refuses to keep adequate books or accounts for Income Tax purposes, the Minister of Finance may require the taxpayer to keep such records and accounts as he may prescribe."

Don't wait for Sir Henry Drayton to "prescribe" for you. Make up your own prescription, and take it. Now is the time to begin, for the tax has to be calculated on the income of every calendar year, opening on January 1.

Walter Blue Co. Hold Convention

Sherbrooke Firm in Sales Convention Expresses Confidence in Future

A conference of the directors, the executives and representatives of Walter Blue & Co., Limited, was held in Sherbrooke, Que., on December 14th, 15th, and 16th, and was characterized throughout by a note of enthusiasm and of entire confidence in the future.

Plans for the coming season were discussed and a thoroughly aggressive policy was decided upon. The heads of this concern are not at all pessimistic about the future and are going after business with renewed enthusiasm during 1921.

The conference was brought to a successful conclusion with a dinner given by Mr. J. H. Blue at St. George's Club.

The conference was attended by the following: J. H. Blue, managing director; F. A. Baldwin, secretary; James Craig, director; B. A. Brooks, treasurer; W. S. McCutcheon, sales manager, and F. St. Pierre, manager of the Winnipeg branch; also the following salesmen: A. I. Hart, Nova Scotia; A. B. McLeod, Nova Scotia; A. E. Duranceau, New Brunswick; J. O. Dufort, Montreal; L. A. Charron, Quebec; J. A. Kirouac, Quebec; J. A. McKeon, Ontario; A. B. Laddon, Ontario; M. G. McCarty, Ontario; D. C. Smellie, Saskatchewan; Thos. Sullivan, Alberta and British Columbia and G. McKeon, Manitoba.

Clothing Prices Take a Drop

CHICAGO.—The market for men's Spring and Summer clothing was opened in Chicago today, and manufacturers offered suits much below prices of the Spring of 1920. One of the leading factors in the ready-made trade quoted the manufacturers' price of wool suits at $25, compared to $40 last Fall and $37 a year ago. Fine blue serge suits are offering at $30, compared to $47 last Fall and $43 a year ago. A standard worsted suit is now wholesaled at $34, compared to $45 for the Spring of 1920. The very finest worsted suits made in America are now offered at $53, compared to $80, the price last Fall. Fine worsted trousers are now $9, compared to $12.50 last Spring. Prices for Summer goods, such as mohairs and palm beaches, range upward from $14.50, compared to $16.50 last year.

Buyers from every part of the United States say that they have, for the most part, liquidated goods bought at peak prices, and from now on clothing will be retailed on the new level.

Merchants Preparing to Revise Costs During Stock-Taking

General Opinion is That It Will Be About Twenty Per Cent.—Government Cannot Object to Writing Off Percentage During Falling Market—What About Make-Up?

"Merchants should revise the cost of their goods to show a depreciation up to twenty per cent. this year, and in that way prepare for the revision of prices from the wholesaler or manufacturer that will undoubtedly be made in the coming years. When such losses are taken at stock-taking, it will be found that the selling prices of staple lines can be made more attractive to the consumer, this applying more particularly to hosiery, underwear, hats, etc."—Max Beauvais, Montreal.

A NEW and vitally important problem enters into stock-taking in 1921. The peak of prices seems to have been past; the decline has set in. How far it will go is a question for time to answer; many factors will enter into the final solution of the problem. The fact is indisputable, however, that merchandise is cheaper and it is altogether probable that some lines have not yet reached the bottom. In view of these facts, in anticipation of still lower prices on some lines, it is advisable that merchants give serious consideration to the prices they will accept as cost prices when listing their stocks. The greater the turnover between now and the actual time of stock-taking, the greater the saving when these losses have to be absorbed and the stock sheet is finally made out. If extra efforts are not made to get rid of the high-priced lines in particular, the greater will be the loss later on. Competition, indeed, will force merchants to accept the losses consequent upon a falling market sooner or later. But for the sake of merchandising at attractive figures during 1921, lower costs will have to be accepted as a basis.

Losses Will Be Assumed.

That merchants throughout the country have already decided that they will absorb these losses in their annual stock-taking is made clear by a wide survey that Men's Wear Review has recently conducted throughout the country. There is a general recognition of the fact that the loss must be taken in view of the fact that nearly every line of men's wear can be purchased cheaper than three months ago. Live merchants rightly took advantage of the rising market to increase costs of lines in stock at the time of the various increases. In doing so, they have made legitimate and handsome profits that should act as a counterbalance, in some measure, to the losses they will now have to assume. They have not lost sight of the sound principle of merchandising involved in buying and selling their merchandise on replacement value. If they do not mark down their costs then they know that competition will force them to later on; so they have decided to take the loss at stock-taking time.

Will Average About 20 Per Cent.

As indicated above, Max Beauvais of Montreal, who is one of the shrewdest merchandising men in the country, believes that the average will be about twenty per cent. Judging from the many conversations Men's Wear Review had with the merchants in various sections of the country, this average is accepted by them. There were a few who thought it a little high. "I think 15 per cent on the average would be nearer the mark," said one merchant who went on to point out that, with the exception of the coarser grades in many lines of men's wear, the reductions had been nearer fifteen per cent. on the average than 20 per cent. Perhaps this man did not, for the moment, consider further possible reductions during the year, or that his merchandise could be placed on the counter at more attractive prices if he took a greater loss.

"I fully expect to mark down my costs twenty per cent." declared another merchant. "I am expecting that there will be further reductions on some lines and this markdown, therefore, will not be too much. The present reductions in the finer woolens have not been great, but other lines have dropped considerably. In the meantime, I am pushing all my high-class lines out as fast as I can so that this twenty per cent. loss will not be as great when I take stock in February."

The Government's Attitude.

Practically every merchant with whom we conversed agreed to the principle of absorbing a loss at stock-taking. The actual percentage varied and was dependent largely on the nature of his stock. This certainly must be taken into consideration. It was pointed out very frequently by clothing men that the prices of the best grades had come down but very little and they did not believe that Spring prices would be down sufficient to warrant a retail price such as is now being given by many retail houses during their stock-reducing sales. That being so, they felt that the revision at stock-taking would be very small, unless further reductions were made arising out of new factors entering into the manufacturing costs.

The attitude of the government was a question that was causing some concern in many quarters. It will be remembered that the government would not allow any revisions last year on account of the effect such revision would have on taxes. And merchants admitted that such revisions were not justified during a rising market. Now, however, the situation is different. Men's Wear Review heard from Ottawa that the government will make no objection to such a revision of stock-taking time. In fact, they are, we understand, encouraging it in their effort to bring about lower living costs. Their attitude could hardly be anything else and be logical. If they refused it during a rising market, they could not vary the principle during a falling market. We do not think there is anything to fear from the government on this score.

What About Markup?

There are a few merchants who are thinking seriously of reducing their mark-up during the uncertain times. While not actually saying so, they told Men's Wear Review that they would keep their eyes open. What they want to do is to keep customers coming to their stores. They figure that is is better to have a greater volume of customers with a narrow margin of profit than a smaller volume of customers with a wider margin of profit. Above all things, they want to retain their friends, and if it is necessary to shade the margin of profit to do this, they are prepared to do it.

Retaining a Good Window Front

Dave Livinson, of Montreal, Adopts Novel Scheme—Makes Window Trimming Easier by Box-like Case — Dog Toggery as a Coaxer—The Street Position.

"WINDOW specialist" might very aptly be the title accorded to Dave Livinson of St. Catherine St., Montreal, whose clever arcade idea was recently described in Men's Wear Review. Mr. Livinson has given proof time and time again of his resourcefulness in the matter of merchandising as evidenced by his ability to get goods when other haberdashers found it impossible, and to make them himself when none were forthcoming from the regular sources. In the matter of window arrangement he has carried out the same original methods and his success is well deserved.

Retaining the Window Front

All merchants are beset at one time or other in their career by the aggravating necessity of having to submit to conditions beyond their control as regards alterations to the building in which they are situated. It sometimes happens that the owner is obliged to reconstruct one part with a consequent upheaval to the entire building. Such was the case with Dave Livinson, who found himslf obliged to part with the greater part of his store by reason of the necessity of providing adequate exit facilities for the Gayety Theatre which is situated just overhead. How to retain a window frontage which would not be too insignificant was the problem in question.

The old time square-single display window with the entrance at one side did not appeal Mr. Livinson's idea of what a modern store required, and so he devised himself a plan whereby he could have two windows, one on either side of the entrance, large enough for all sorts of merchandise, yet easily accessible for dressing and re-arrangement. In the average window, there is one very great objection, according to Mr. Livinson. It is almost impossible for a clerk to get an article out of it without serious difficulty. It either means disturbing the display to reach over the front for the goods, desired, or else it means a lot of clumsy lifting of backgrounds and general difficulty to the clerk, with consequent loss of time to the customer. Many a time, said Mr. Livinson, a customer comes into the store and asks for an article which is on display in the very front of the window, and will not be satisfied with anything else. It certainly is very undignified for a clerk to have to crawl in on his hands and knees and risk knocking over half a dozen hats or a tie stand in order to reach the small article which of course is always the very farthest away from his reach,

Here is a reproduction of a window which proved to be an unusually good business getter. It is entirely filled with ties of all sorts and colors, which were neatly displayed upon T stands in sets of four, laid side by side and slightly overlapping. A clothes line was stretched across the window to which colored pictures of cravats were pinned by means of cardboard clothes pins, and alongside ran the admonishment to "Look at our line at 95 cents."

On each of the T stands neat little show cards mounted upon scarlet mats were attached, each one setting forth an original idea regarding masculine merchandise. One ran in this wise: "We're ready for you with everything that's new in haberdashery. If it's shirts you need, just mention the word to one of our salesmen and see him grin. Say, our line of soft shirts with stiff cuffs is stunning! And when you call, we have a pleasant little surprise for you in silk cravats. Nothing like them has ever been shown in town before. Their price is low enough to please everybody."

A second card announces that: "Being off color in matters of dress is as bad as being off key in a chorus—both represent discord. Look at our line!"

Each week a different display of haberdashery is shown by Mr. Livinson, who has created for himself a reputation for clever ideas in all matters relating to equipment and display.

At the rear of this picture, too, will be seen the box-like case which is referred to in the accompanying article on this same page. The former store front was 24 feet with the windows directly on the street. The front shown above is 12 feet in width and has two plate glass windows slanting in and box arrangement at the rear. The tiled flooring is finished in terra cotta.

but that is what generally what occurs in the majority of stores. Besides, the same hardship is entailed when a window dresser is about to begin operations—he has a long stretch to cover in the ordinary way, which is very tiring and annoying.

A Box-Like Case

What is the solution? Why, something like this. You build a box-like case at the rear of the window, and cut away the floor space so that it is quite hollow and easily entered from the rear. It should have sufficient height to permit a clerk to enter comfortably and yet not too high, because it will make an excellent stand upon which to show goods. It must have two doors on the sides facing the window, which open backwards permitting an easy reach to the front glass. A window dresser can then stand comfortably inside the box and dress his display without any difficulty whatever and the effect of the result will be artistic and unusual.

Another feature about Mr. Livinson's windows which he devised for himself is their position with regard to the street. As they are small and space is precious, it was necessary that every inch should tell so far as effect was concerned, and therefore Mr. Livinson deemed it wise to move his windows in from the sidewalk in a slanting direction to the entrance, so that passers-by could stop and look in without being jostled by other pedestrians. The accompanying diagram shows how the windows are now placed and also the former arrangement. Under the former arrangement as will be noted, there were four interior sections and three glassfronts. Now one of the glass panes has been done away with entirely and only three inside divisions are utilized. The idea is that by means of these removable sections the window dresser can feature one large display or three separate ones and by enlarging the size of his entrance encouragement is given to passers-by to stand inside, if waiting for entrance to the theatre next

(Continued on Page 49)

Sold by	Department	Quantity	Description (Person and Address)	Price	If Returned	Deposit	When Wanted

Smallman & Ingram, London, Keep History of Clothing

A System That Gives Them Valuable Information Regarding Each Suit of Clothes—Can Tell Quantity of Stock on Hand—Finding Out Popular Lines.

THE present is a time that points more forcibly than ever to the absolute need of a thoroughly systematized business. We have frequently urged that retailers would always be in a better position to buy, would keep closer in touch with their business and would know at a given moment just where they stood if they had a system in operation whereby they could tell at a moment's notice just what amount of stock they had on hand. Stocktaking reveals some startling surprises. In conversation with a retailer in a central Ontario city the other day a little incident was told that bore this out. In taking stock of hose it was found that there were dozens and dozens of size 9½, a size that is little in demand. In purchasing hose it had been the custom to order all sizes—more of the popular sizes, of course, but always a few of the odd sizes. Because a system was not in operation which kept a daily or even a weekly account of the stock on hand, these odd sizes accumulated until there were so many dozens on hand. This same thing might easily happen in other lines of merchandise carried either in clothing or haberdashery. It can be avoided by various simple little systems which constantly keep the buyer informed as to the exact quantities of stock on hand at any minute. Then, when he comes to buy, he is really buying, not simply making a wild guess at it.

The two diagrams on this page illustrate the system that is employed by Smallman & Ingram, of London. In their clothing department they have a little box office where parcels are wrapped up and a record kept of the history of the suit from the time it is sold. The illustration at the top of the page is a reproduction from a book that is kept by the girl in this little box office. As will be seen, it is a complete history and leaves nothing to be desired. In the main office, of course, another record is kept of the actual sale, and this, of necessity, must tally with the record kept in this book.

In order that the manager of the department may know the exact quantity of stock on hand at any time, a third record is kept which is illustrated by the other diagram on this page. Their records, of course, tell them which are the best selling price suits. Either from the office or from the book kept in the little box office of the department, it can be ascertained how many suits have been sold in the day, and the price. This is reported to the manager of the department and is recorded as shown in this diagram. By deducting from the general stock sheet the exact quantities of different priced suits can be found out in a few minutes.

Sometimes—on Saturday, perhaps, or during a special sale—it may be impossible for the girl in the box office of the department to keep this record completely. In such case the record is kept by the individual clerks and is entered the next day.

$25 Suit	
$30 Suit	
$45 Suit	
$50 Suit	
$60 Suit	
$65 Suit	
$75 Suit	
$80 Suit	

Outlook For Palm Beach Suits

Palm Beach suits for the summer season of 1921 are not likely to be lower in price according to Alex Miller, of the Miller Men's Wear, Toronto, manufacturers of Palm Beach suits. Information has been received by them from one of the largest mills in the United States that the price of Palm Beach cloth will not be reduced. The more stable price of the cloth is accounted for by the fact that the United States government did not requisition mohair during the war, as a result, this cloth did not reach the extreme high prices reached by fabrics made from wool.

So far as the manufacturing of the actual suits is concerned, Mr. Miller pointed out that the garment workers on Palm Beach clothing have to be specialized men to a greater degree than is required in the manufacture of woollen clothing and that, therefore, the cost of production is somewhat higher. Whatever reductions, if any, are possible, however, will be passed along to the customer whether their order has been placed or not.

Mr. Miller stated that the Summer season of 1921 would not see any great changes in models. The general tendency, he asserted, was to follow more conservative lines. On account of uncertain times, this was more desirable. Manufacturers were not anxious to risk extreme styles at the present time.

Routhier & Perron of Sherbrooke, Quebec: Conducting a Large Business in a Small Place

Occupy a Sixty-foot by Thirty-foot Space—Handy Arrangement of the Stock—Do Not Emphasize Bargain Prices or Sales—Showcards Are Little Used—General Layout.

SIXTY feet by thirty does not sound a very extensive area in which to carry a wide range of wearing apparel, including everything from head to foot for men of every age and type, but such is the actual extent of the clothing and haberdashery store of Messrs. Routhier & Perron, of 129 Wellington street, Sherbrooke, Que.

Towards the latter part of October of this year, these two men, whose combined ages, by the way, would not total more than fifty, took over the firm of J. H. Poupart & Co., Ltd., and intend to carry on the business under their own name in future. Both the young partners are ambitious and energetic and understand fully the complexities of the business which they are engaged in. Already, although only at the start of their career, they are owners of a most modern and smartly stocked men's wear store and their intention is to cater to those who require the very best in merchandise.

Stock Easily Accessible

All stock in the store is immediately accessible, for examination and sale, and the customer can see at a glance the range of patterns in shirts, for instance, that is carried. The shelves are protected by glass doors where the haberdashery is kept, and on the right of the store a very fine inset show case, which is lined with dull gray paper and brilliantly lighted all round, features a different display of the latest in furnishings each week. This case is really the feature of the store and many a customer drops in to see what the "latest" in scarfs or headwear is, more from curiosity, but usually ends in succumbing to the charm of a certain novelty.

The small tie and sock stands which are ranged down the centre of the floor space are the only fixtures used for display, and are most suitable in every way, as in this contracted space, counters would be in the way and their absence gives the store a much larger appearance than its measurements indicate.

At the extreme left, scarfs, gloves and collars are kept neatly ranged under glass, each row carefully ticketed as to price and size. Umbrellas and canes are also kept under glass, and on the right two large fixtures contain all the newest headwear.

A cash register occupies a space near the centre of the store and is thus easily accessible to each section. The footwear section is a very comprehensive one and, as can be judged, the partners are very versatile men to have achieved the distinction of being capable outfitters in so many different lines.

The interior of the store is done in

(Continued on page 53)

INTERIOR OF THE ROUTHIER AND PERRON CO.'S STORE IN SHERBROOKE

This firm have recently taken over the business formerly known as J. H. Poupart & Co., Ltd., and the accompanying picture shows the main part of their up-to-date store, wherein is to be found everything needed by the well-dressed man including footwear and luggage.

The comparative smallness of the floor space is well utilized by display stands for socks and cravats instead of more bulky tables or counters. The right wall is flanked by wall cases containing hats and a smart showing of the newest scarves, all under glass.

At the rear a door connects with a large stock room and alteration department.

Get People Into Your Store Nowadays by Showing Something Really Out of the Way

W. Reeve, Junior, of Montreal, Has Novel Methods of Merchandising Caps and Hats—Specializes on Shirt Values—Merchants Should Take Losses Now

FIVE haberdashery stores in one small city block spells keen competition, but when each one of the five is wise enough to specialise each in its own particular line, or even in more than one line, business is apt to be just as good as though only one shop occupied the field. The case in question happens to be concerned with that section of Montreal wherein representatives of every nationality under heaven congregate, which is half way between the old town and the new, and which is infested by the cheapest sort of amusement places and second-rate shops of foreign ownership. Such an environment by no means suggests a setting suitable for the retailing of high-class men's furnishings, but such, nevertheless, is exactly the true state of affairs.

From one of the five, two others have grown and a third is shortly to be opened up, while the fifth does an excellent business entirely apart from the others. The pioneer and original store is that of W. Reeves, Senior, of 65 St. Lawrence Boulevard, whose career in the men's furnishings business has been one of unusual enterprise and success. Among the many features of Mr. Reeves' business which he discussed with a representative of Men's Wear Review was the interesting fact that his business has been the training field of several first-class haberdashers, who have since left the firm and opened up successful stores for themselves. First and foremost there is his son, W. Reeves, Junior, who is the proprietor of a large and up-to-date haberdashery shop at 69 St. Lawrence Boulevard, and also there is H. Prevost, co-partner with Reeves, Junior and proprietor of another successful store situated a few doors down the "Main," whose store is described elsewhere.

The former store, that of W. Reeves, Junior, has an area of about 77 feet by 21 and is a fine, modern establishment managed upon highly systematic ideas by a man who has had the good fortune to receive the best training procurable in the business. W. Reeves, Junior, is known as a cap specialist, and he declares enthusiastically that "there is money in caps if a haberdasher knows how to get it." All the aspects of the cap business are familiar to him including the multitudinous variety of fabrics, styles, colorings, etc., and the equally varied methods of merchandising such types of headwear.

Interior view of W. Reeves' store, Montreal.

Towards the rear of his well lighted and mirrored shop can be found two striking looking fixtures resembling high desks with 16 drawers in each. These cases are finished in natural hardwood with plain tops and contain a very wide assortment of men's and boys' caps, carefully folded one against another in such a way to keep the goods perfectly flat and yet display them to a customer without disarranging them in the least. In each of the 32 drawers there are a dozen or so caps, each collection in one size but in a wide variety of colorings and fabrics. Beginning with the smallest boy's sizes and continuing through to the largest out-size for men, together with the ordinary styles for every day wear or special types for winter, evening or sports wear, the range is thoroughly complete and always kept as full as possible. "On an average Saturday I sell as many as ten dozen caps" said Mr. Reeves to Men's Wear Review," "and I attribute my success to my good assortment and this method of displaying and protecting the stock. Having a good large mirror at the far end of the store enables my customers to judge themselves how they look, and as the caps are easily accessible a customer can pick out his own model from the drawer marked with his size and is saved the trouble of asking what else we have got, etc."

Hat Department.

Besides the cap section there is also a well-stocked hat department wherein the many neat rows of oval boxes lend an air of distinction to the store itself. Mr. Reeves believes in suggesting to his customers, who may came in for a cap that his hats also are worth inspection, and according to him, smart models together with careful lighting and attractive mirrors rarely fail to convince the customer that he needs a new hat, if not then, "well, a little later when some more models will be in."

All the boxes and bundles of goods are marked by a system of Mr. Reeves' own devising, which simplifies the business of selecting the exact color or style required in any line, whether of socks, shirts, neckwear, garters, etc. He uses simple numerals beginning with zero which he stamps in a size easily legible from a distance upon all package goods which would necessitate opening with a consequent loss of time and energy, and as each line of reserve stock is kept in a small stock room at the rear, it is a matter of seconds only for a clerk to snatch whatever he is in need of from the shelf and so satisfy the particular need of the moment without delay. A line of socks which is carried in black, blue, purple and gray is numbered from zero to three and each clerk is familiar with the line and its individual units. The range of sizes is kept piled together, so that it is not even necessary for a clerk to stop to read the manufacturer's notice of the sizes or colors, the look of the package and the numeral stamped on it is quite enough.

Specializing on Shirts.

Mr. Reeves has another policy which has won success for the store of late. He is becoming noted for his splendid range of smart shirts which he sells at ridiculously low prices. All the season's best styles are featured in his windows at $1.89 each. Where is the man who could pass up an attraction like that? There are very few, according to Mr. Reeves, who explained that although he loses money on his shirts, he has not reduced any other line of merchandise, and through very careful salesmanship he can nearly always manage to push the sale of something else to the prospective shirt buyer, and in so doing comes out on the right side. "You've got to attract your customers into the store nowadays by showing something really out of the way in value, and once you have made a sale, it is an easy matter to suggest a necktie or collars." According to Mr. Reeves, it's a poor clerk who cannot sell a couple of ties, some collars and a muffler to a man who comes in for a shirt, and even if he only comes in for one shirt, he must not be allowed to depart without acquiring at least three at the present price.

The Reeves' store keeps open until seven p.m. because the many employees of the various theatrical concerns of the neighborhood are going and coming about the end of the afternoon and many a little purchase is made about that time. The workingman's trade is well worth getting after, according to Mr. Reeves, who considers that the average haberdasher is not sufficiently aware of the potential buying capacity behing the workingman's family.

Regarding the matter of pricing goods, Reeves follows the example of his father, whose personal views are elsewhere presented, and believes that the first loss is the smallest in the long run to the retailer. "It simply does not pay to hold out for war-time profits," declared Mr. Reeves, "I believe in getting rid of my goods quickly and buying while the market is profitable. I am not placing for Spring because I do not happen to need much, but I am getting rid of my merchandise just as quickly as I can in order to take adavntage of present conditions."

In consideration of the neighborhood, Mr. Reeves believes in featuring plenty of goods in the windows, and especially the line which is being used as a means to attract custom. Reeves' windows are bright and well arranged, featuring the splendid values in smart shirts which are such potent business getters. Other lines which might be classed among the gift range for Christmas are also shown and help to provide the seasonable touch.

GIBSON'S
FOR
SUIT-A-TERIA
SEYMOUR 5401
COAT-A-TERIA
MEN

BE YOUR OWN SALESMAN

IF YOU CAN BUY BETTER ELSEWHERE
DON'T BUY HERE

5 ROOMS — 5 PRICES
FIFTH FLOOR
DOMINION BUILDING
Cor. Hastings and Cambie

Some Facts Regarding Above Concern

Newspaper advertising is very expensive. We may not reach as many by this form of advertising—those we do will benefit. The cost is only a fraction of what the papers charge for advertising. One small ad. costs over $30 for one day; ten thousand of these hand-bills cost us $25.

We have and are still conducting the Gibson & Keddie concern, handling exclusively "Art Clothes" made to measure, selling in the past 18 months to over 3,000 people, which any one who is sceptical can be shown. That business we got without one single newspaper ad. Why? Satisfied customers brought their friends.

Now we have opened on the same floor Men's Ready-to-Wear. Every garment made in the city of Vancouver by white help. For the space we occupy, our rent, light, water, janitor and elevator service cost us exactly $4.50 per day. No merchant in the city is in a better position to buy for less than we can, as we are connected with the best woollen mills in the Old Country. All we ask you to do is to come and see for yourselves—THE FACTS ARE HERE.

Yours sincerely,

GIBSON'S SUIT-A-TERIA

W. H. GIBSON, Mgr.

The above is the reproduction of an advertisement which W. H. Gibson, of Vancouver, used in announcing the advent of the Suit-a-Teria on the northern half of this continent. The Suit-a-Teria is to the prospective searcher after a suit of clothes what the groceteria is to the economical wife, and the cafeteria to the busy office man or woman who has to rush for his or her meal in the middle of the day. Men's Wear Review predicted some months ago that the Suit-a-Teria would be one of the developments of the trade within a short time, and here it is.

The displayed suits are arranged in sections carefully graded as to size, color and quality. The customer is invited to walk round the rooms and, after getting into the right section, is assured that all the suits displayed are the size which will fit him. He can select the color and the quality of the suit he wants. The price is clearly indicated on tickets; it is a case of "You pays your money and you takes your choice." The retail prices range from $25 to $50.

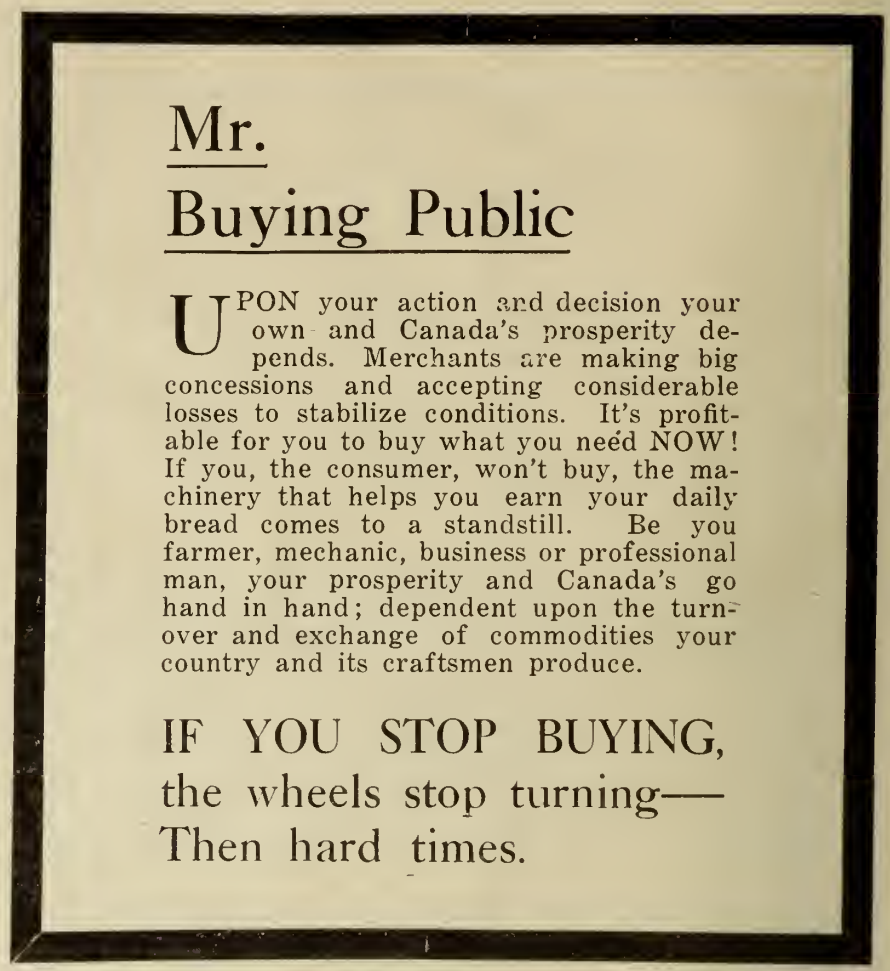
Summing up the reasons for Mr. Reeves' success it might be said that enthusiasm is the outstanding feature of his efforts, and the fact that he has fully understood the fundamental thought that necessity, not a luxury, and a vital business proposition, not a side line for other retailers to dabble with in order to attract custom to other lines.

A Good Scout Smiles and Whistles Under All Circumstances

Keep Smiling, Be Energetic in the Promotion of Sales, Try to Get the Public Back Into the Market, But Don't Scold Them—Show Them That Prices Are at Rock Bottom And Now is the Time to Buy.

ON THIS same page is a copy of an advertisement which was run early in December by R. H. & J. Dowler, Ltd., who have stores in London, St. Thomas, Windsor and Sarnia. It introduces a new note in advertising at a very psychological moment. The note here struck is being sounded more and more, not only in advertising, but in editorial comments appearing from day to day in the daily press. Attention is being called to the fact that prices of many commodities are away down and that profits are being sacrificed, if not altogether eliminated, in the reductions that are offered. The public is being coaxed to go back into the market to purchase their necessaries so that the retailer may buy and start the manufacturer again who has been obliged to either close his plant or run on short hours, thus causing unemployment.

A similar note was struck about the same time in an advertisement which appeared in the daily press over the name of Smith, Denne & Moore, Ltd., general advertising agents of Montreal, Toronto, New York, London and Paris. It was pointed out in this advertisement that the public had gone on a buying strike, and that until this strike was declared "off" unemployment was bound to continue.


Mr.
Buying Public
UPON your action and decision your own and Canada's prosperity depends. Merchants are making big concessions and accepting considerable losses to stabilize conditions. It's profitable for you to buy what you need NOW! If you, the consumer, won't buy, the machinery that helps you earn your daily bread comes to a standstill. Be you farmer, mechanic, business or professional man, your prosperity and Canada's go hand in hand; dependent upon the turnover and exchange of commodities your country and its craftsmen produce.
IF YOU STOP BUYING,
the wheels stop turning—
Then hard times.

Psychological

As a matter of fact, the attitude of the public today is largely psychological in its origin. Various factors contributed to this attitude of mind, the outward expression of which was a determination to put off buying until convinced that prices were down to levels in which profits were not so long. The time has come when profits are not only not so long but have been cut away, in many cases, altogether. There is nothing unsound in Canada's financial position today, nothing whatever to warrant depression in trade or pessimism in outlook. If the public can now be induced to come into the market again, the wheels of industry will re-commence. It is the "big job" of the advertising man to convince the public that the occasion for their psychological attitude of mind has passed and that they should now do their part toward rejuvenating industry and curtail further unemployment.

The Advertiser's Duty.

It is the duty of the advertising man to help break up this buyers' strike but it should be done in such a way that only secondary, if any importance at all should be attached to the actual strike. It is not wise to complain of the attitude of the public; that merely advertises the buyers' strike and has a tendency to extend it rather than break it. It is well, perhaps, that from the proprietor down to the elevator boy no mention be made in the store of such a thing as a buyers' strike; the impression might rather be given that busines is going along quite as usual. Nothing succeeds like success and optimism breeds optimism. It is an infectious thing. There should be no room either in your store or in your advertising for the calamity howler.

It is possible in a general way to point out the relationship between the active exchange of buying and the industrial situation in the country. There is no reason now why those who have held off should not come into the market to purchase their necessities. We are convinced that the retailer has decided to take this loss and have it over with; that he is already taking it, in fact, in a thousand centres throughout this country. Useful information regarding the decline in prices can be given. It can be pointed out with considerable effect that prices went up step by step and that they have come down the bannister. The most energetic policy should be adopted with regad to getting business but it is unwise to announce them on account of the attitude of the general public. If manufacturers, wholesalers and retailers alike would adopt such a policy, it would do much to stimulate business.

Lesson Gleaned From Forty Years Business Experience

Started Out at Fifty Cents a Week in Kingston and Is Now the Veteran of Montreal Haberdashers—Has Never Done Any Advertising—Has Always Operated on Replacement Value System.

"Now I am anticipating my losses by keeping a record book with every single purchase of stock entered in it and putting alongside of the purchase price the loss I expect to stand on each dozen. When my annual stock-taking comes along in February I have every item all figured out and can tell at once what the present value of my stock is and how much it will be necessary to buy. Basing my price on quotations from the manufacturers for repeat orders, I mark my own stock accordingly, believing that it is better to take my loss gradually from the very beginning than to have to mark my goods down all at once later on and very likely have to resort to all sorts of devices to get business artificially."

"IF you've got fifty cents, you'll have to save twenty-five out of it or you'll get nowhere in this world," declared W. Reeves, the veteran haberdasher of St. Lawrence Boulevard, Montreal, to a representative of Men's Wear Review. "I started out as a boy on the magnificent salary of fifty cents a week and as I could not speak a word of English, I had to begin my career by sweeping out a store in Kingston, Ontario. My people lived in Montreal and were not very well to do and could not help me very much, so I had a hard time of it at first. As soon as I learned English I decided to go into business for myself, and so I went to see a friend of mine who was one of the partners of a large wholesale house in Kingston, and I asked him to let me have $200 worth of goods as I wanted to start a store for myself. He thought it over and told me to come back the next day. When I returned, he said to me, "Well, boy, I'm going to let you have $1,000 worth of merchandise, I think you will make good." So I selected what I thought I would want and I started a little general store in Kingston. Well, it was pretty hard going, because the crowd I went with were fond of a good time, but I realized at the start that I owed a lot of money and when it was a question of spending anything I knew that I didn't have any to spend, so that kept me hustling for a few years. I stayed there until I had paid it all back and could return to Montreal and open a store there, and to make a long story short, I not only opened one store, but three. Things just seemed to come my way, I think. I had to make a home of my own, and I was just naturally fond of work and so I had a double incentive to be successful," concluded Mr. Reeves with a characteristic gesture which is practically the only vestige of his French extraction which remains.

In Metropolitan Centre

Thirty-three years ago, Mr. Reeves opened his present store on the "Main," as the Boulevard is more familiarly known, and he is now the oldest and longest established haberdasher in the neighborhood. Notwithstanding the fact that he is in the centre of a melting pot of nationalities, wherein French, Jewish, Greek, Scandinavian, Chinese and English speaking peoples are mingled closely together, and his neighborhood is regarded none too favorably by better class custom, although competitors are numbered by the dozen in the same block, Mr. Reeves has steadily pursued the even tenor of his way year after year, doubling his turnover from season to season, and expanding his business from one store to three. During the war years, however, he found it advisable to give up one store and to concentrate his efforts upon his two St. Lawrence Boulevard branches. The one at number 65 he manages himself, and the second, at number 89, is managed by his eldest son, W. Reeves, junior. The first store is a large, well-lit and attractively equipped concern, with the usual up-to-date fixtures and a splendidly assorted stock of all kinds of furnishings. "I never did a cent's worth of advertising in my life," said Mr. Reeves, in discussing methods of merchandising. "Lots of times hotel men have dropped in and asked me to subscribe a couple of dollars to have my name printed on their register. I always give them the $2, but I flatly refuse to allow my name to be used in any way whatever."

Take Loss With Profits

"How do I get customers?" he continued with his characteristic gesture, "why, by giving the best values in the city. You see, I'm the oldest of them all hereabouts, and I know my customers. I set the pace and the others follow. When I put a window full of ties on sale at seventy-five cents, you may be sure that I am offering ties which are worth double that price. How can I afford to do that? Because I know markets and I realize that when the peak price is once reached, you have got to begin to allow for replacement value and take your loss from season to season just as you took your profits when they came along during the fat years. During the normal times my turnover is from $60,000 to $65,000, but the last few years it has risen to about $120,000. Now I am anticipating my losses by keeping a record book with every single purchase of stock entered in it and putting alongside the purchase price the loss I expect to stand on each dozen. When my annual stock taking time comes along in February I have every item all figured out, and can tell at once what the present value of my stock is and how much it will be necessary to buy. Basing my prices on quotations from the manufacturers for repeat orders, I mark my own stock accordingly, believing that it is better to take my loss gradually from the very beginning than to have to mark my goods down all at once later on, and very likely have to resort to all sorts of devices to get business artificially. Ever since the first rumors of a coming decline in prices came to my ears, I have kept a little ahead of the other fellows, and I guess I'll be first to touch pre-war levels around here, if I have not already done so."

One Sale a Year

So far as sales are concerned, Mr. Reeves features one important sale annually in order to clear up odds and ends of stock, but, as he says, "It's always sale time with me." He is a firm believer in fair dealing with his customers, and relates a story of how a young country boy came in to Montreal recently with a large roll of greenbacks, which he flourished openly and ostentatiously purchased about $27 worth of neckwear and shirts from Mr. Reeves. "I thought it only wise to warn that young fellow," said he, "and I advised him to put that roll out of sight, when he was leaving my store. He thanked me for the warning, but he

didn't follow it. Instead, he turned up again next day with his parcel, and said he had been drugged by some companion at a cafe, and his roll of bills was stolen. He had no money to get back to his home and he asked me if I would take back the goods I had sold him. I figured it would be pretty hard to be in his place, and I thought that he had learned a hard lesson, so I let him have his money back. Was I right? Well, I have never regretted doing so."

Mr. Reeves thinks it is better to tell some customers frankly when he does not desire their custom, and when certain men come in and take up his time, wandering around the store, turning over goods with evidently no intention of making a purchase, he tells them frankly that he would prefer them to go elsewhere as he is too busy to serve them. "There is little loss to a merchant in chasing such customers as that," continued Mr. Reeves.

Buys a Season Ahead

One feature about Mr. Reeves' business which he believes to be a factor in his successful career, is the habit he has maintained of buying a season ahead of his requirements. For instance, displaying a smart woollen glove in a heather mixture, he stated that he had been offered a lot of this line by the manufacturer at the close of last year's season for less than half of the original price. "I knew the market couldn't drop much lower than that in 6 months," laughed Mr. Reeves, and so I laid in my winter gloves when other men were buying summer stock. And that is the way I do in everything. My customers want value and quality before they want style and novelty, and so it pays me to pick up bargains no matter whether I have to carry the goods another year before I can sell them.

Dealing With Women

Mr. Reeves is in the store all the time, yet he keeps in constant touch with all the wholesalers and manufacturers. By establishing a strong bond of friendship, he believes that the retailer can do better business than if he is always on the lookout for a chance to "beat the other fellow to it." In catering to women customers, Mr. Reeves said that the sales clerk needed to possess infinite patience and tact, but that once a woman was convinced that she could get the values she wanted she was your friend for life. He quoted an illustration of how he had sold over $30 worth of merchandise to a woman who came into the store without exactly knowing just what she did want. "One woman is not so hard to handle, but two of them together are quite a proposition, because they waste so much time in consulting each other's likes and dislikes," explained Mr. Reeves. "It is better to get them separated if possible, and attend to one at a time, or one doesn't get anywhere. Where a man will look at a tie-stand and pick out his tie inside of five minutes, a woman always wants to see every tie you have in the store, so it pays to be patient, and make suggestions, if you want to make a sale at all."

Patience, kindliness and fair dealing, together with a passion for work, and a thorough knowledge of conditions relative to the haberdashery trade are the main ingredients of the recipe for success which Mr. Reeves has achieved in forty years of experience, wherein prices have risen and fallen, fluctuated with an uncertainty which even the wisest merchant could seldom foresee, and which have left most merchants grasping for a bare competence, under conditions scarcely improved by the passing of seasons.

"I'm glad to speak about my work," said Mr. Reeves, "because I have only tried to do the best I could, and such as it is, I am satisfied."

The accompanying cuts show a model designed by C. R. Mandata for the Campbell Manufacturing Co., Ltd., of Montreal, and was shown at the International Designers' Convention held in Chicago. It is one of the novelty lines for young men for Fall and Winter, 1921. Note that the back view has the skirt effect and the inverted pleat with fold.

Things Seen and Heard by "The Spectator"

Putting the Clothing Department Away Back in a Corner—Discounting Salesmanship by Unattractive Displays—The Entrance to the Store—Courtesy Can Be Had by the Customer Free of Charge—Keeping Stock

THE other day, I stepped into a departmental store in a northern Ontario city to look at the clothing department which was advertised as one of the largest, if not the largest, department in the store. After a time, I found it. The furnishings and accessories were in the conspicuous foreground of this department which was nearly half the down-stairs floor space. These furnishings were well arranged and were well displayed; there could be no fault found in that respect. But the clothing—the very heaviest end of the whole department and in which the most money was wrapped up—the clothing was stuck away back in a corner that was ill-lighted and uninviting. It seemed to me a poor way of keeping this important department in the public view.

Men who lecture on the subject of diets, the way they should be prepared and the best way to lay them before people on the dinner table, say that half the appetite is satisfied by the appearance of the clean linen, the well-shone silver, the tasty arrangement of the several dishes, and the aroma that comes from the viands. After all, the retailer's store is his bread and butter—his table, in other words,—and he should have it set in such a way that, immediately one comes in the door of his store, an appetite is created. Like the arrangement of the dishes on the table, the clean table linen, etc., which partially satisfies the appetite, the sale of a certain piece of merchandise may be half made by the manner in which his merchandise is arranged and displayed. Salesmanship is, to some extent, a matter of psychology; and every man responds to neat and attractive displays. I can well understand that a sale of a suit of clothes in the store above referred to would be harder on account of the way the whole department was shoved to the back of the store in an uninviting and ill-lit corner.

An Inviting Entrance

Some time ago I was talking with a man who has had wide experience in store layouts, that is, in the arrangement of merchandise in the store in the best way to promote sales. He told me many things, but the thing I remember most was what he said with regard to a certain retailer in Nova Scotia who made a practice of putting a table full of remnants at the very entrance of his store. This man pointed out to this retailer the futility of it. In the first place, very few sales were made off this table; therefore, it was occupying valuable sales space in the store—perhaps, the most valuable sales space in the store, that is, the very entrance. But the point he made was that it made a very bad impression on a person coming in the store to buy. Instead of having something attractive in this valuable spot, something that would create an appetite or that pleased the eye, there was this table full of old remnants that only bargain-seekers wanted at reduced prices.

I was reminded of this the other day in a central Ontario city when I dropped into a store. At the very entrance of the store there was a fine display of accessories on a quite long table. A few neckties, a pair or two of gloves, a handsome neck scarf and a few other accessories made an altogether handsome little arrangement of merchandise. Not only was the display pleasing to the eye, but there were suggestions in it for the person who came into the store. It seemed to me a good idea.

One Never Knows

I suppose travelers and mere "shoppers just lookin' round" become wearisome to clerks who stand behind the counters. Yet, one never knows, that is, the clerk doesn't always know whether a stranger is a traveler to see the "boss" or whether he is some one who wants to make a purchase. In going into a store the other day, I asked for the manager of the department. "Ugh?" replied the clerk from behind the counter. There may have been something about my appearance that repelled the clerk—doubtless there was—but there certainly was something about his discourteous reply that repelled me and if I had been going in that store to buy something, I would have immediately turned around and walked out. After all, there is one thing that a customer can get in a store that doesn't cost a red cent, that is courtesy. It is one of the finest assets of the successful salesman and one of the easiest to possess and to cultivate. The roughest old bohunk that ever stepped out of the back woods will respond to courtesy from a man behind the counter. True, he wants to buy something and he is obliged to go to a store where he can buy it. But he isn't obliged, necessarily, to go to your store. He doesn't like to be made to feel that you are doing him a service by attending to his requirements; and, as a plain matter of fact, you aren't doing him a service. He's putting you in his debt, and, incidentally, he is paying you the compliment of coming to your store when he might go to another one. That compliment should be appreciated, and the way to appreciate it is to give service with the utmost courtesy. It pays every time.

Poorly Kept Stock

I noticed, too, that the stock in this department was poorly kept. Shirts were jammed in here and there in disorderly array; boxes were all out of plumb; and the shelves were most untidy looking. It struck me that the manners of the clerk behind the counter and the stock that he kept were pretty much of a kind—pretty careless. I get back to the same old point from where I started, namely, that salesmanship depends to some extent on surroundings. If everything is attractive, both personal and impersonal, the sale is half made.

After all, such salesmanship can be developed with little expense. If a sale can be half made by attractive displays, well-kept stock, courteous manner and tasty arrangement, isn't it worth while to spend the little time and attention to these that is necessary to enhance the value and effectiveness of the sales force of the store? It seems to me like long results with short effort.

Tell the People They Are Getting Better Values Than Year Ago, Not Lower Prices

E. R. Charles, of Toronto, Believes Merchants Make a Mistake in Not Pointing Out That Better Values Are Given—Price Is Not the Thing to Be Most Considered—Avoids Use of Comparative Prices

IS THERE a fine difference between advertising that a suit that sold last year at $60 is now selling at $45 is "better value than was given a year ago" and advertising that this same suit represents "lower prices"? In other words, is it better to advertise at this time when prices are falling that "better values" are being given to the customer than to constantly seek to impress upon their minds that they can buy their merchandise at "lower prices"? E. R. Charles, of 1220 St. Clair Ave. West, Toronto, believes that it is; he thinks the trade is making a mistake in everlastingly talking about "lower prices" when they ought to be talking about "better values." He thinks it would be better to drum into the public's ear that they are getting much better value than they got a year ago because, he argues, it is value that counts in successful merchandising in the long run. To constantly preach lower prices, he believes, may be to get the public to place a false value on that abstract thing called "price"; to induce them to think that "price" is the thing that sets its unalterable seal upon a suit of clothes, an overcoat or a necktie. Values will be remembered in a piece of merchandise long after the price is forgotten, and the person so remembering will not forget the place where the value was obtained. Mr. Charles believes that the trade has done itself a lot of harm by continually talking prices on a declining market, rather than pointing out that the time has come when conditions are such that better values can be had for the same money that was spent a year ago, or even less money.

People Should Not Look for Lower Prices

"We should advertise that we are giving better values than we gave a year ago," said Mr. Charles to Men's Wear Review. "People should not be induced to look for lower prices but for better values. I think it is best to keep away from the use of comparative figures and in my advertising I always do. I tell the people they are getting better values for the same money that they paid a year ago. To give low prices, you have to give trash. The public should be coached to ask for better values, not lower prices.

"We don't want people coming to our store expecting to get something for nothing; we expect to give them value for their money and that is what they want. If people load up on cheap stuff it simply kills busines for the future."

No Sale in Seven Years

The section in which Mr. Charles is doing business is one of the newest sections of Toronto. In 1913, when he started in business, it was then on the very fringe of its rapid development since that time. In those seven years Mr. Charles has not conducted a sale, and he says that business has shown a steady improvement and that this year is even ahead of last year.

"I do not hold sales here. In my advertising I never use comparative figures. If I ran a sale I would have to put goods in my window and on them 'Regular' such and such a price and 'Now' such and such a price. That immediately puts a doubt in the minds of the people as to whether the prices ever were what I advertise them."

And to prove his point, Mr. Charles refers to a recent advertisement he ran which reads "No camouflage, nor overloaded sale, just Charles' good values. Men's overcoats $25, $28, $30. Boys' overcoats $8.95, $9.45, $10.95," etc. Mr. Charles certainly pushes the idea of "values" in connection with his business and he says it pays.

Above is a picture of the windows of E. R. Charles, 1220 St. Clair Ave. West, Toronto. It will be noted that these windows are simply filled with merchandise without conveying the impression that the merchandise is crowded. The window is typical of many windows appearing in many city districts, and in many other sections of the country. It is not that Mr. Charles, or many other retailers in such districts, does not appreciate the use or the beauty of the exclusive trim as for some years he was associated with one of the fashionable down-town stores of Yonge Street, Toronto, where exclusive trims counted. But he, and other merchants also say that an exclusive trim is wasted in a new district where there is, perhaps a large English element or a mixed element. Such people, they say, come to buy, not so much to look or to shop. "Put as much as you can in the window without spoiling the trim," said Mr. Charles to Men's Wear Review.

This style of window-trimming, as a matter of fact, seems to be borne out by experience. We know of a fine new store recently opened in an outlying city district where the exclusive trim was attempted for some time until it became apparent to the management of the store that they were losing money on their windows by so dressing them. Now, they are adapting themselves to the district and are following more of the style of the above window.

Adjust Business to Changing Conditions: Work Hard and Pay Attention to Details

Mr. Boucher, of Sherbrooke, Que., Outlines Secret of Success—Favors Selling at Replacement Value—Believes Policy of the Banks to be Sound — Says Business is Good.

IN CHATTING with one of the veterans of the men's wear trade of Sherbrooke, Quebec, a representative of Men's Wear Review was enabled to view the present situation from a different angle than that usually presented by merchants of today. Mr. Boucher, president of the firm of Boucher, Lacroix & Fisette, Ltd., of Wellington St., is well qualified to speak of conditions in the clothing trade, having had a wide experience, dating back close to a half century.

According to Mr. Boucher, the successful merchant will not set himself a hard and fast policy to which he must adhere in order to preserve a certain reputation for consistency. That method was all very well in the olden days when conditions demanded that a retailer should protect himself as well as build upon a foundation of more conservative policy in order to ensure himself a reputation for fair dealing and satisfaction. Some men, he said, were averse to the holding of sales, deeming them undignified, while others considered sales to be their best ally in business expansion. For his own part, he had always felt it best to keep constantly adjusting his business to meet the ever varying conditions of the trade, and in that way he could record an unbroken chronicle of growth achieved through hard work and unremitting attention to details.

After having worked for his first employer some fifteen years, Mr. Boucher was enabled to buy him out and go into business for himself. This he has done, later admitting two partners as well into the firm, when its interests grew larger than he could well manage alone. At the present time the store is in two distinct parts, and comprises a complete clothing and haberdashery store and a footwear shop.

"The public," said Mr. Boucher, "are on the lookout for spectacular drops in all kinds of merchandise, and expect that clothing will be reduced in a sensational manner before very long. To them, the actual decline of 10 per cent. means nothing; they expect something more like 40 per cent. and are refusing to buy until the retailer will consent to give them something for nothing, so to speak. I was rather fortunate in not being overstocked this Fall as regards clothing, and so was able to secure a large number of suits and overcoats direct from the manufacturers, which were cancelled orders left on their hands by retailers who were not in so good a position as I was. We got these goods at a very low figure and are actually selling them at pre-war prices. We are also encouraging our customers not to delay their holiday shopping and are offering them exceptional inducements in the way of practical gifts such as neckwear, bath-robes, shirts, etc., which are also proving very popular. The day of the purely utilitarian gift is still with us, and so far as our feminine patronage is concerned, it is too important a part of our business to be overlooked at this season. Therefore we play up the holiday spirit in a way calculated to appeal to women perhaps more than to our regular customers."

Selling at Replacement Values

Regarding present day prices, Mr. Boucher had a word to say. He believed that replacement value should rule down in all cases, and it was owing to this policy that he has been able to meet the present situation with no worrying problems as to ways of ridding himself of unsaleable merchandise. By being forehanded enough to carry only enough stock to subsist, and that bought at prices which were below normal in many cases, he has gone on the principle that it is better to share than to hoard, and so he is now in the fortunate position of being able to purchase instead of waiting for an indefinite period.

Reaching Professional Classes

Mr. Boucher's firm caters especially to the professional class and therefore the question of prices is not so vital as is the question of value and quality.

Believes in Banks' Policy

Considering the many problems which characterise the present situation in retail trade, Mr. Boucher considers that the attitude of the banks is a very fair one, and just in every instance which has come under his own observation. It all depends upon the attitude of the retailer, he concluded, and he thought that the cautious, shrewd merchant would be in little need of any assistance from his banker at this juncture other than that which ordinarily occurred. If the bank is strict with its customers, it is because it believes that policy to be best under the existing circumstances, he said, and in his opinion such an attitude was absolutely the right one.

Mr. Boucher is a firm believer in the use of the cash register for recording sales, and he attends to all the bookkeeping incidental to the daily sales himself, tabulating his records according to the slips which are made out every day by the sales staff. In this way, he knows every night just what business has been done during the day and he can immediately check up any discrepancy with the minimum of trouble.

Business Good

Mr. Boucher's store is a very commodious one, occupying two large floors. Upstairs is found the clothing section, in which a very large assortment is carried, and on the main floor the haberdashery is situated on the left of the entrance, the right side being occupied by the boot and shoe section. Owing to the fact that Sherbrooke is a very important industrial centre and the junction point of three railroads, its commercial possibilities are practically unlimited, and even under the present state of trade dullness, most merchants find a ready sale for their merchandise.

MUST IMITATE STYLES TO GET MARKET FOR SHIRTS

"Last year Canada imported about $400,000 worth of men's shirts, but only $49,000 worth were supplied by the United Kingdom," says the London Times in its Foreign Trade supplement. "This is due to the preference of Canadians for American styles of shirts and also on account of what they regard as the inferior fit of the British article. It would appear that in North America roominess in shirts is not appreciated, a close fit across the shoulders and fairly tight sleeves being preferred. Whether it is worth our manufacturers' while to attempt to cater for the special tastes of the Canadian market in this respect is a matter for them to decide. It is worth remembering, however, that in Australia there is a distinct inclination toward American styles on the part of a considerable section of the population, so that the possibility of selling the transatlantic pattern of shirt in the Commonwealth as well as in Canada should be taken into account.

Outlines of the New Bankruptcy Act

No One Will Go so Far as to Say That Every Man Who is Unable to Meet His Obligation is Dishonest—New Bankruptcy Act Will Accomplish Much Good for the Trading Public—How It Will Work Out

Written by A. E. NASH, for Men's Wear Review

A GOOD DEAL has been said in past years of the man who is unable to meet his obligations, and a good many unnecessarily hard things have been said. The number of men who are unable some time in their lives to meet in full all of their obligations is much greater than many of us realize, but the number of men who cannot tide over a difficult period and eventually pay their debts in full is small. There is always a hard feeling towards the man who cannot do so. While it is a wise thing to be cautious in extending credit to the man who fails to pay all his debts promptly, there are very many cases where a hardship is performed through a too-ready suspicion. No one will go so far as to say that every man who is unable to meet his obligations is dishonest, because the inability to meet one's obligations comes from a number of sources, of which circumstances beyond the control of the person affected and hard luck are two.

The Bankruptcy Act.

Much will also be said in the next few months about the new legislation covered by Chap. 36 of 1919 and its amendments, officially called "An Act Respecting Bankruptcy" and commonly called "The Bankruptcy Act." This Act has been designed by the Government to take care of the procedure previously covered by the Assignments Act and similar acts and which have failed to entirely meet the necessities of the trading public. The Act as it stands is moulded very much on the English Bankruptcy Act and all the principal points, with the necessary alterations to meet the special requirements of this country, are taken from the English Act. The interpretation of the word "Bankruptcy" is that it is a proceeding under which the Government takes possession of the debtor's property, when the debtor cannot pay his debts or when the creditors of that debtor cannot obtain satisfaction of their claims, by the appointment of a trustee. The property of the debtor is realized and the proceeds distributed among the creditors in proportion to their claims, with the necessary provisions to cover any legal preferences given previous to the date of bankruptcy, and during the proceedings, and, as will be shown, subject to certain exceptions. Forever afterwards, the debtor has complete protection from any legal proceedings that can be instituted by any of his creditors, and can finally obtain a complete discharge of all obligations and debts, and recommence in business under his own name. The exceptions which are spoken of above, are covered in Section 59 of the Bankruptcy Act, and are briefly as follows:—

The Exceptions Outlined

1. That the assets of the bankrupt do not realize 50c on the dollar of his unsecured liabilities, but this does not apply when the Court can be satisfied that this position has arisen from circumstances for which the debtor cannot justly be held responsible.

2. That the debtor has not kept proper records for three years preceding the date of bankruptcy.

3. That after becoming insolvent and knowing himself to be such, the debtor has continued to trade.

4. That the debtor has not accounted satisfactorily for a loss or deficiency of assets.

5. That the bankruptcy has been brought on by rash and hazardous speculation or unjustifiable extravagances or culpable neglect.

6. That the debtor has not dealt properly with his creditors, but has put them to unnecessary expense by frivolous or vexatious causes.

7. That the debtor has incurred unjustifiable expense by engaging in frivolous or vexatious actions.

8. That the debtor has given undue preference to certain of his creditors within three months of the date of bankruptcy.

9. That the debtor has previously deliberately incurred liabilities in order to affect the creditors' standing.

10. That the debtor has previously made an arrangement for extension with his creditors, or previously been declared a bankrupt.

11. That the debtor has been guilty of fraud or a fraudulent breach of trust.

Not a Dishonest Action.

The above exceptions have been specially mentioned here, because the object of this article is not to describe the Bankruptcy Act in its dealings or workings, but to try to show that an Act of Bankruptcy in itself does not constitute a dishonest action. First of all, if none of the above eleven things has happened, then any time after the adjudication of bankruptcy, the debtor may, upon proper application, obtain a discharge, and such discharge in the eyes of the law, is equal to stating that the debtor is once more free to trade, that he is considered to be an honest man and that he has to the best of his ability discharged his liabilities; that he is a fit and proper person to again receive from the public a share of their confidence. If, on the other hand, he has done any of the eleven things mentioned above, a full investigation as to his integrity is made and the onus is on him to prove that he has acted honestly. He may fail to satisfy the Court that circumstances for which he cannot be justly held responsible have caused his assets to realize less than 50c on the dollar, and for this technical reason he may fail to obtain his discharge at first. He may through circumstances which he has been unable to control, be unable to produce proper records of his business transactions, and by this, his discharge may be delayed, although, provided he can satisfy the Court that the failure to keep the records was no fault of his or that it was an oversight through ignorance, he eventually would obtain his discharge. If, on the other hand, it is proved that he has acted dishonestly, his discharge would be difficult to obtain, and rightly so.

May Examine Affairs of Debtor.

The intention of the Government in providing for exceptions to the discharge of the bankrupt is to assure itself of his honest intentions, and that if he has done any of those things, that they have been done through ignorance and not by deliberate act, so that when the debtor obtains his discharge he may be able to hold up his head and say to the public, "While it is true that I became a bankrupt, it is also true that I have done everything in my power to meet my liabilities, that I unfortunately failed and that my assets were not sufficient to pay everybody in full, but the Court has satisfied itself that I have done nothing wrong, fraudulently or otherwise, and that my bankruptcy was the result of bad luck or misfortune, and has satisfied itself that I am a fit and proper person to continue in business, and, therefore, that I am an honest man." The assumption here is reasonable. The British law treats every man as honest until he is proved dishonest, and through the medium of the Bankruptcy Act, the Court has in its power the means of thoroughly examining the affairs of every debtor in bankruptcy, and the Court will not grant to a debtor a dis-

charge from bankruptcy until it is satisfied that everything in the power of both the debtor and the Court through the trustee as been done.

Obtaining Discharge Not Easy

The obtaining of a discharge from bankruptcy is not quite as easy as a lot of people may think, and the reason is that the Court is supposed to satisfy itself as to the future bona fides of the debtor before it allows him to again commence trading. He may at any time after he has been adjudged a bankrupt apply for his discharge. First of all, he must get a certificate from the trustee, giving full details of the creditors, to whom notices will be sent that the application for discharge will be heard in Court, and the trustee will appear and present his statement of the conduct and affairs of the bankrupt. There is no reason to suppose that when no good purpose can be obtained and no additional benefit accrue to the creditors by keeping a man in bankruptcy, that the discharge will be refused, because the State holds that the refusal of a discharge or the granting of it subject only to almost impossible conditions, imposes too great a burden and discourages the man to a degree where it would not be in the interests of the country. For certain reasons the discharge may be suspended instead of being altogether refused, and either the refusal or the suspension must be given if any of the above eleven things have been committed, and the suspension may be for a period of two years, or it may be for such time until a dividend of not less than fifty cents on the dollar has been paid to the creditors, or it may be provided the bankrupt agrees to allow a judgment to be registered against him for the amount of the unpaid balance of his debts.

A discharged bankrupt is, therefore, in the eyes of the law and must be in the eyes of the public, an honest man, but an undischarged bankrupt may in the same manner be just as honest, for the discharge may in some cases be delayed only for the purpose of further investigation and more complete particulars, and if he is honest he will eventually get his discharge.

Will Accomplish Much Good

On the whole the Act will work a wonderful good for the community. It is severe on the debtor who does not intend to meet his obligations, but while appearing to be hard to the debtor who is trying to do his best, it is not unjust, and we must remember that the Government should protect the trading public. If legislation such as this Bankruptcy Act was not introduced, business would suffer very materially on account of the dishonest trader. Not only does the Act take care of the creditor by giving him the power to make a debtor a bankrupt and thus enables him to obtain some return for the goods he has supplied, but it will also have the effect of curtailing the dishonest practices of men who intend deliberately evading their just obligations. The Act is hard, and justly so, on the dishonest man, and this very fact will keep men from dishonest trading in the future.

The Bankruptcy Act coming into force at a time when credits are not easy to obtain and when it looks as if we might be about to pass through a period of tight money, and when prices have reached the highest point they are likely to reach, and we may expect a reduction in almost every line, is a fine thing for the future business stability of the country. It will have the effect of creating much needed caution in many of our business men and will restrict foolish and speculative buying, and the over-loading with stocks. The Act, indeed, could not have come at a better time, and one effect of it will almost surely be that additional care, which is so much required during a period like the present, will creep into our business methods.

Acts of Bankruptcy Defined

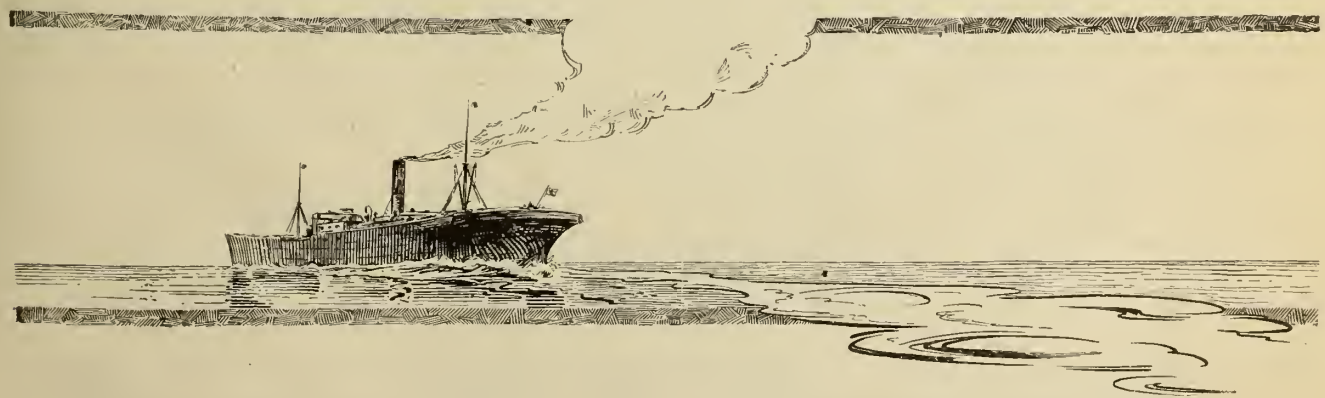
For the benefit of our readers, the following are acts of bankruptcy:

1. The making of an assignment for the benefit of the creditors.
2. The making of a fraudulent conveyance of property.
3. The creation of a charge on property which would be a fraudulent preference.
4. Absconding with intent to defeat creditors.
5. Allowing an execution in the sheriff's hands to remain unsatisfied, subject to certain limitations.
6. Exhibiting by a debtor to a meeting of creditors a statement of assets and liabilities showing that the debtor is insolvent.
7. Assigning, removing, secreting of disposing of any goods with intent to defraud, delay or defeat any creditors.
8. Making a sale in bulk of one's assets without complying with the Bulk Sales Act.

Results of Order Serious

The results of a Bankruptcy Order are immediately very serious. For three months after the order is made, the trustee who is appointed will receive all the bankrupt's mail, telegrams, etc., and the bankrupt is restricted in his business without a heavy penalty being imposed in the event of his doing anything contrary to the Act, which includes the inability to borrow more than $50.00 or obtain credit for five hundred or more without disclosing the fact that he is an undischarged bankrupt. I doubt if any one carefully reading through the Bankruptcy Act will not come to a very sane conclusion, and that is, that the punishment meted out to a man who has committed grave acts of indiscretion, and has thereby got himself into a position where he is unable to carry on any further, while appearing to be severe, is very just, and moreover that the Act affords as full a measurement of protection as possible to creditors. Another conclusion that I think we will all agree in is that bankruptcy is a thing to be avoided, wherever possible, for the stigma naturally attaching to it must be difficult to overcome.

Editor's Note—Questions on the Bankruptcy Act will be promptly answered to the best of our ability. While not guaranteeing that our opinion will be upheld at law, we have on our staff men qualified to give an opinion. Questions should be addressed to the Editor.



Hope Governs Business Outlook

Feeling in All Circles That the Bottom Has Been Reached in Prices and That Recovery is Already Beginning—Some Good Orders Placed Between Xmas and New Year's—No One is Down-hearted—Markets at a Glance.

WITH the turn of the new year, hope and confidence are dominating factors in the market situation. There is a pronounced feeling among wholesalers and manufacturers and retailers alike that the rock bottom of prices has either been reached or that we are so near it that it doesn't much matter. Judging from reports that are reaching us from different sections of the country, retail stocks are none too heavy. December was an altogether unusual month in the history of the trade; sales were conducted from the Atlantic to the Pacific during these thirty-one days when the buying public unloosens its purse strings with little thought of price. The realization that lower prices had come found expression in sales that advertised reductions of from fifteen to fifty per cent. It is more or less evident that there has been a fair response to this appeal and that stocks have been considerably reduced in many cases. January already gives promise of its usual big sales and by the end of the month, if such sales meet with any degree of success, shelves ought to be reasonably clear for the arrival of Spring goods.

There is already a little nibbling at Spring sorting (for such orders cannot be called placing orders now) as these words are written during the first few days in the new year. We have heard of some splendid orders placed between Christmas and New Year's. Some buyers are coming into the market and are placing clothing orders, knowing that they must place them if they are to get good Spring delivery and feeling certain that the time has nearly arrived when the public will come into the market to replenish its shattered wardobe. A particularly keen buyer known to us recently placed a good-sized order in furnishings, stating that he and the public generally would get cheaper merchandise in January, 1921, than in December of the same year.

On the whole, however, there is not a great volume of business as yet, but there is an undoubted feeling that the worst is over and that there are brighter times in the not far-distant future. Travellers in many lines are getting their samples in shape to start out on the road the second week in January and they expect a better reception than they got on their last trip. There will be a few Fall lines shown within a month's time. The movement in clothing is still slow but prices are remaining, for the most part, firm. It would be safe to say that the reductions for Spring lines vary from fifteen to thirty, or, perhaps, thirty-five per cent. One buyer told Men's Wear Review that he had recently placed an order for suits made from English woollens at a cheaper price than he expected to pay next Fall for lines not as good in quality. Like the retailer, the manufacturer is disposing of piece goods that he has in stock to make way for the newer lines—and, incidentally, higher-priced than is usually expected. An import agent stated that import lines were rather dull and that prices were remaining firm on nearly all lines of merchandise.

The trade in shirts and collars has been very good, better than in many other lines, and there are no reductions recorded since those of a month ago. The trade in collars, both soft and stiff, has been exceptionally good. One wholesaler expressed the view, however, that further reductions might be made in some lines. Wholesalers report heavy stocks on hand after their inventory.

There is not much trading going on in hats and caps, and there are still some cancellations coming in to the wholesalers. The wholesale trade feel optimistic, however. The retailers have cut deep into the profits on their stocks and have cleared them up fairly well. By Spring manufacturers and wholesalers look for times more nearly approaching normal.

A hosiery buyer for one of the largest houses in Canada stated to Men's Wear Review that he had recently received notice of an advance in the price of silk hosiery from one of the United States mills. The result of the slack buying during the past few months has been that production is now practically at a standstill, and to set in motion the manufacturing machinery again means getting right back to the rawest material, of which there seems to be an abundance. But a buyer who placed an order a short time ago with a mill was surprised to learn that he could not get delivery for some months because there were no yarns available. Some good-sized orders of a sorting nature have recently been booked in wholesale houses, indicating that stocks are pretty low.

Business is still rather quiet in the neckwear trade, retailers apparently having fairly good stocks still in hand. Neckwear can be bought all the way from $4.50 a dozen up. Manufacturers agree that the removal of the luxury tax will help them in the future, but that the harm, so far as the present is concerned, was all done.

Despite the fact that trade in general is still quiet, the feeling of optimism with regard to the future is very pronounced. Everyone is talking optimism, at all events, feeling that the cumulative effect of optimistic propaganda will bear good fruit. If the closing months of 1920 were less than was generally expected, they have left no one downhearted.

Why Prolong the Unpleasant Agony?

If Castor Oil Is Nasty, Take It All at One Gulp—If Losses Have To Be Taken, Why Not Take Them All at Once and Get It Over With?—It Will Decrease Consumer Resistance and Unemployment.

PREMIER the Hon. E. C. Drury, of Ontario, gave sound advice to the retail trade in Canada a few weeks ago when he told them to take their losses voluntarily. Looking at the question from the national viewpoint, he was perfectly right in claiming that the first country that got down to rock-bottom in the way of prices would be the first to rejuvenate the wheels of industry, to stave off unemployment, and to revive its export trade. There is, in this country, a surplus of high-priced goods, and they must be got rid of. The public refuses to buy them and the retailer, no matter what line of trade he may be in, might as well recognize the fact. What Premier Drury said of the question as it affected the nation must be reduced by the retailer to fit his own case and circumstances. What is true of the whole is also true of the part, and the retailer is a part of the commercial mechanism of this country.

Overhead Goes On Just the Same.

It makes little difference what future prices are going to be, it is better to sell goods than to hang on to them. We are convinced that there is a vast consumer demand piling up day after day. Talk confidentially with any of your friends and see if they do not tell you the same old story—that they have only bought one or two suits this year where they usually bought three or four and that they are making the old ones hang out as long as they can. This has been going on for eight or nine months. The consumer is looking for good values at lower prices and he has, surely by this time, sufficiently demonstrated his determination to stay out of the market until he is satisfied that he is getting good values at lower prices. So, sell him what he wants. It is the retailer's role in life to cater to the wants and whims of the consumer. If you hold off, believing that the market is going to stiffen, your overhead goes on just the same and the date of the outstanding bill draws ever nearer with relentless precision.

Losing Good Will.

And in the meantime, you are losing one of the most valuable assets of your business, that is, the good will of the people. The people govern the present trend of business. The retailer, more or less, has to dance to their playing. They can be induced to go into the market only when the price is right and the value is good. They do not seem disposed to pay undue attention to explanations; they want just one thing—lower prices. And the first merchant in each locality who bows to the will of the people will be the first to get and to retain their good-will. He it will be who will get the people started toward his doors. If they begin to supply their actual needs, he will have big business. As Premier Drury said the other night, many of the necessaries of life have been let go because of high prices. That fact should be impressed on every salesman's mind with great emphasis. In the eyes of every salesman, a man who comes into the store is a man who has made one necktie do the work of two, one suit do the work of two, and so on all down the several lines of men's wear. If the price is right, in all probability, the customer will or can be urged to buy considerably more than he lets on he wants. To reach out for this accumulated demand of the buying public is the foremost problem of the present day, and the way to reach out and grasp it is to get down to rock bottom voluntarily. There is nothing to be gained by waiting.

What is Happening?

If this is not done what will happen? or rather what is happening? Just what we said a few months ago. The consumer will still refuse to buy. Back of him is the retailer, and he will continue to refuse to buy. Back of him is the wholesaler and he will continue to refuse to buy. And back of him is the manufacturer and he will continue to refuse to manufacture. And the total result is that men and women all down the line are thrown out of employment because the wheels of industry and commerce have stopped running. There is less and less money, more and more unemployment—buying stops. Everybody is in a worse position.

It is again a time for the retailer to recognize his responsibility in the state. He is the medium between the manufacturer and the consumer. On him rests the solution of the whole problem. If he takes his medicine first, he will get people buying again, he will get the people coming back into his store. As a result, he will be compelled to buy more goods to meet demand and the manufacturer, in turn, will be able to start his staff at work again. Unemployment will get less and less, money will be the more freely circulated, business will resume more of its normal channels.

Days of Profit Again

And the days of profit will come again. There is not the slightest cause for pessimism in this country. If a crash comes it is because we have not governed ourselves wisely. The retailer can force the issue both with the consumer and the man higher up. But on the retailer rests the responsibility of the first big move. Make it. It is better so. Did you ever have to take a dose of bad medicine? castor oil, for instance? It's rotten stuff; but there are times when it is a necessity. And did you take it in little sips? or in one big gulp? In one big gulp, we venture. The comparisan with the present situation is not a bad one. The dose has to be taken and the sooner the better. It will hasten the days when things will again be normal and when profits will be certain. So, buck up. Take a gulp at it. And have it over with. Get people coming to your store. Sell goods. Get rid of your stock, and be ready to meet the new situation that is arising. To hold off is to decrease the purchasing power of the consuming public through unemployment. The situation is in your hands.

Head Reading as an Advertisement

We are all familiar with those machines found in most hat stores that take the actual measure and shape of your head for the purpose of blocking a hat to fit. But the Vancouver store of Richardson & Potts has turned this little machine into quite a publicity feature. After taking off the pattern of the head, they number it and send it blank to a phrenologist, who reads the head and tells the capabilities of the man, what he is specially suited for, what his strong points and what his weaknesses. They also take the head pattern of various well-known citizens, and have a head reading taken and attach the pattern and the reading together with the man's name, on their front window. (With permission, of course). A great deal of interest is attracted to the window each day. Also they use the same material in their newspaper copy. The reading is a good item of news, and the point that is made is the exactness with which this store measures the customers in order to fit them properly.

Suggestions for Show-Cards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

THERE ALWAYS HAS BEEN, IS, AND ALWAYS WILL BE, A DEMAND FOR REALLY SUPERIOR CLOTHING.

ACCESSORIES FOR EVERY YOUNG MAN—OF EVERY TASTE—OF EVERY MEANS.

NOT TOO EARLY IF YOU WOULD NOT BE TOO LATE.

QUALITY NEEDS LITTLE SELLING.

WITH THIS SORT OF MERCHANDISE WE DO NOT FEAR COMPETITION.

THESE HATS ARE ACCEPTED BY THE CORRECT DRESSER WITHOUT ARGUMENT.

SPORT CLOTHES THAT GIVE GOOD APPEARANCE WITH FREEDOM OF MOVEMENT.

CLOTHES WITH JUST ENOUGH STYLE AND NOT TOO MUCH EXTRAVAGANCE.

A LUXURIOUSLY STYLED ULSTER, SMARTLY DESIGNED TO MEET ALL WEATHER REQUIREMENTS.

WE DON'T PREACH VALUES—WE GIVE THEM.

A PRACTICAL SOCK FOR THE TASTY DRESSER WHO DEMANDS STYLE WITH ECONOMY.

IT IS NOT WHAT YOU PAY—IT IS WHAT YOU GET FOR WHAT YOU PAY.

PRICE, QUALITY, AND FABRICS THAT TAKE YOU BACK TO PRE-WAR DAYS.

THIS HAT JUST OUT OF THE "STYLE BOX." TRY THIS NECKTIE AND BE CONVINCED.

STYLE'S LATEST IDEALS IN FASHIONABLE ATTIRE FOR MEN AND YOUNG MEN.

FASHIONABLE CLOTHES ARE "PRICE CUT" CLOTHES—THESE ARE FASHIONABLE.

VALUE—A SMALL WORD WITH A TREMENDOUSLY BIG VALUE.

DRESS CLOTHES AND ACCESSORIES OF DISTINCTION.

DISTINCTIVE FEATURES OF ACKNOWLEDGED MERIT IN NECKWEAR.

THE SNUG WARMTH OF THIS CAP MAKES IT A SURE SELLER.

THE NAME OF THIS COLLAR STANDS FOR THE ACME OF PERFECTION.

FOR DIGNITY THERE IS NO SUBSTITUTE FOR THESE CLOTHES.

YOU CANNOT AFFORD TO OVERLOOK THESE REDUCTIONS.

IF YOU HESITATE DURING THIS SALE YOU WILL LOSE.

THERE IS SUPREME SATISFACTION IN MEETING THE DEMAND FOR POPULAR PRICES.

THERE IS BEAUTY, GRACE AND COMFORT IN THESE HATS.

HOSIERY IN WHICH YOU CAN PLACE YOUR FAITH AS WELL AS YOUR FEET.

DON'T BE SATISFIED WITH ANY BUT THE BEST COLLARS.

VALUE—FIRST IN THE NAME, FIRST IN THE CLOTHES, FIRST IN THE MIND OF THE CUSTOMER.

THESE BOYS' CLOTHES GIVE MORE WEAR, LOOK THE MOST STYLISH, SAVE THE MOST MONEY.

DEPENDABLE STOCK AT REDUCED PRICES.

WILLIAM MILNE IS GIVEN HANDSOME "BYWATER" CHAIR

William Milne, of the Milne Neckwear, Toronto, was presented with a very handsome chair on Christmas Eve by the members of the staff, a picture of which appears on this page. The presentation came as an utter surprise to Mr. Milne. The chair is exactly like the one that was presented to the Prince of Wales when in Toronto. A suitable address accompanied the presentation in which the appreciation of the members of the staff for the kind and courteous treatment during the year was expressed, and reference was made to the many acts of kindness shown by Mr. Milne, acts which made possible a splendid spirit of co-operation in the institution.

CANCELLED CONTRACTS

The Annual Trade Supplement of the London (England) "Times" has the following to say with regard to cancelled contracts:—

No good purpose would be served by ignoring the fact that the cancellation of contracts is causing a good deal of feeling. We have passed through a time of very great difficulty, and we fear it must be admitted that those difficulties are by no means ended. During the past few years, not only have prices been rising rapidly, but supplies have been extremely hard to obtain, and in their anxiety to get goods for their customers merchants and importers abroad have sometimes been inclined to order more than they really required in the hope that they would get sufficient for their purpose. A year ago order books were bursting and manufacturers in many cases were unable to guarantee date of delivery or price—hence the much-discussed variation clause. To-day conditions have entirely changed, and merchants and importers are threatened with delivery of goods bought at a high price for which they can only secure the lower market prices now ruling. In these circumstances some contracts have been cancelled. We cannot for a moment justify such a practice. The sanctity of contract is the basis of business, and in the past many a merchant has incurred immense loss rather than go back on his word, even if there were nothing whatever in writing to seal it and the only evidence of a contract was the recollection of an offer and acceptance by word of mouth. Unhappily, that is not a universal standard of honor.

Good-bye, Pussy,
How we Hate to See You Go

Story's conception of the luxury tax
Drawn by Batsford.

Killed—And Not a Moment Too Soon

7 months old. What would it have developed into had it lived another year? It was a wild one alright and did a lot of damage during its short life but now it is gone and there will be no mourners.

The Luxury Tax was a clumsy piece of legislation, poorly advised and ill conceived. It was expensive to collect, unjustly applied and its collection evaded in many instances. It penalized those making and selling good merchandise while it put a premium upon the sale of poor and shoddy goods. It put the public on strike, depressed business and caused a lot of unemployment. Everyone will welcome the notice of its abolishment."

You can once again buy high-grade clothes without paying penalty.

Here is how Story & Story, of 350 Portage Ave., Winnipeg, celebrated the removal of the Luxury Tax in the Winnipeg "Free Press." It is a bit of live advertising characteristic of this firm. On another page of this issue will be seen some verses which accompanied the advertisement.

THAT LUXURY TAX

The luxury tax we learn is dead,
So all the papers say,
An abortion it has surely proved,
'Twas born nineteenth of May.
For seven months it scratched and bit,
Its life was sure a bane,
For everywhere the darn thing went
It left loud cries of pain.

A pretty kitten "Henry" brought
Upon that nineteenth day,
And passed it to the Government,
Says he, "'Twill make them pay
A luxury tax on things they need,
On gloves and ties and clothes,
Yes, even on their nightie-shirts
As well as on their hose.

They'll pay it on their underwear,
On petticoats and waists,
We'll make them pay on corsets,
On perfumes and on pastes.
On baseball bats, golf balls and skates,
On clocks and watches, too,
Smokes, drinks and gum and candy,
And on a toy cow's MOO."

Sir Henry had a brilliant mind,
And nothing overlooked,
But if a thing he did forget,
Next day he had it booked.
He switched around the rate of tax
Until he thought it right,
Some people thought him crazy,
It was a holy fright.

In seven months this baby kit,
Into a wild-cat grew,
Had it but lived another year
The damage it would do
Is quite impossible to say,
We're glad the cat is through.
So now let's buy the things we need
That's our advice to you.

NEWS OF THE CLOTHING TRADE

Boston Clothing manufacturers broke off negotiations and agreement with the Garment Workers, charging that they were restricting output to the extent of 50 per cent.

Roney's of Brockville are advertising a "Retiring from Business" sale.

Robinson Company's store at Napanee was broken into early in December and shirts, collars, ties, gloves, etc., stolen. The goods were later recovered and the thieves arrested.

Macleod Bros. of Calgary during a sale they held early in December sold Arrow collars for 20 cents. In announcing their sale they used three full pages of the Calgary Herald.

Philip Clouth, of Newmarket, Clothier, has been succeeded by E. A. Scott.

A new store which celebrated its first Christmas last year, but has the satisfaction of knowing that the occasion is being fittingly observed is Everyman's Store, 147 Charlotte street, near Princess, St. John, N. B., where a splendid trade in men's furnishings has been built up during the last ten months. The location appears to have been most favorable for the offerings of haberdashery and other lines of men's goods, and the patronage has been most encouraging to the proprietors, Messrs. Armstrong and Patterson.

The Oak Hall front, already one of the most imposing in King street, St. John, N. B., is beginning to take on a much improved appearance as the result of the completion of the Standard Bank and the portion of the corner building which is to be occupied by Scovil Bros. & Co. This firm is already occupying the remaining portions of their old building, and the change will give them additional space to take care of their rapidly growing business.

A big surplus of raw wool in the world is reported. The British government alone holds over 2,500,000 bales and the incoming stocks from the colonies are very heavy. It is believed that the price will drop still further after the new year. Owing to the curtailed production, it is estimated that only about half time work is in progress in textile factories the world over.

"Hickey's Hurricane Mark-Down Sale of Men's Clothing—the Big Outstanding Scoop of the City—Wrecking Prices Continue All Week." These flaring headlines appeared in the Peterboro Examiner on December 13th, right across the front page, at the top, and in red ink. Something new in advertising to get such headlines on the front page of a good-sized daily—and in red ink, too.

Cummings the Clothier, of Stratford, recently conducted a novel sale of overcoats. He advertised it on the principle of the dollar day scheme. Any overcoat in the store went for a certain price, while two overcoats of the same price went for $1.00 more. It proved to be a chance for two men to get together and buy their winter overcoats.

"It is **comforting to remember,**" says M. C. Lamburn of R. G. Dun & Co., "that in all likelihood the present depression has already passed the critical point."

R. **Reade Davis** of Toronto was in Winnipeg during the middle of December on an extended business trip.

Ames, Holden, McCready, Ltd., have announced that there will be big reductions in the wholesale prices of shoes, effective January 3rd, all along the line to accord with replacement value. It was announced at the same time that the various plants of the company which have been closed since autumn would be re-opened about January 10th.

R. J. Tooke, Ltd., of 245 James street, Montreal, was robbed on Monday night, December 27th, of about $5,000 worth of goods. Men's clothing, silk garments of various kinds and other haberdashery articles were stolen. It is believed that the work was done by local men who were acquainted with the layout of the store.

H. G. Eamon, Ltd., of Biggar, has opened a new branch store at Dodsland, Saskatchewan. The local manager is Mr. Norrice.

Oak Hall at St. John, N.B., put on a Santa Claus for the children of the city on December 18th. It proved to be a very successful venture.

Amberg's of Niagara Falls closed the last three days of the year by holding a sale at which they sold everything at half price.

The Canadian Suspender Co., of Yarmouth, N.S., who started up in business last year, are considering an addition to their plant.

W. F. Dineen, of Ansley-Dineen Hat & Fur Co., Ltd., is on a business trip to England.

Libellous Report Was Retracted

Newspaper Regrets False Report About John W. Peck, Ltd.

Some weeks ago a Montreal paper gave prominence to a report that the well-known clothing firm of John W. Peck, Ltd., of Montreal, had failed, and that resumption of operations would take place on inferior working conditions. Immediately upon seeing the item in the newspaper, the heads of the firm wrote the newspaper and demanded a retraction forthwith, characterizing the statements as unfounded, libellous and damaging, and enclosing the form of retraction desired, with instructions that it should be displayed conspicuously.

The Retraction

The following retraction appeared:

"We regret exceedingly an item appearing in our issue of the 18th instant, reflecting on the credit of John W. Peck & Company, Limited. We desire to state that there has never been any question of this company's solvency and that it is not seeking favors from its creditors, employees or anyone else.

"We have pleasure in giving a full retraction to the report above mentioned and to tender our most sincere apologies to the company.

"As to the rumors that have been more or less current during the past few days, we have taken means to inform ourselves and are satisfied that the company's financial standing is beyond all question and in fact has never been better.

NEW CLOTHING FIRM ORGANIZED IN TORONTO

A new wholesale custom tailoring firm has been organized in Toronto under the name of the Tutt Clothing Co. with E. M. Tutt as head of the firm. It is the intention of this firm to turn out only the highest class tailored garments from high quality of woollens. They will make a specialty of evening clothes. It is the intention to establish agencies throughout the country.

W. H. Miln, formerly assistant designer of the Wm. H. Leishman Co., Ltd., of Toronto, is the general manager and designer, while R. W. McIntyre, formerly with Beauchamp & How Co., of Toronto, is in charge of the cutting department.

Hickey's, of Toronto, are advertising a farewell sale. It has been decided by the directors of the company to close up this business.

Motor Appeal Helps Sell Men's Wear

Suggestions for Handling Motor Accessories For Men's Wear Stores—Effective Methods of Advertising Them Are Outlined—Can It Be Made Fruitful Field for Clothier?

By FRANK H. WILLIAMS

HAVE you ever tried to buy a pair of automobile goggles?

Now, now, don't rise up in wrath and declare that you want to read an article about selling more men's wearing apparel and not about selling automobile accessories!

Men's wear and automobile goggles have a very real and vital connection if you'll simply sit still and listen a bit.

If you have ever purchased a pair of auto goggles you've probably had the same experience as many other autoists. You've found it a pretty hard task to locate 'em at all. You've tried hardware stores, auto accessory stores and, perhaps, filling stations, without success. The auto accessory stores, you've found, confine their attention to accessories of a mechanical nature. The hardware stores seem to hardly know that such things as auto goggles exist, and as for the filling stations—nix!

And then, perhaps, you've taken a last chance and tried some men's wear store and had the exquisite pleasure of getting just what you want at the exact price you want to pay.

So, you see, there is a distinct connection between auto goggles and men's wearing apparel.

As a matter of fact, whether you have had any such experience as the foregoing or not, such experiences are constantly occurring. And the more they occur the more it becomes evident that the selling of many auto accessories hasn't been clearly defined as to just what stores will carry certain accessories, and it also becomes evident that in this situation there is a real chance for the alert men's wear retailers.

Listen!

Do you know how many autos there are on the average in your own province? If you could clinch for your store the regular trade of one out of every ten people in your city, especially if these men were among the wealthiest men in the city, it would mean a lot for your store, wouldn't it?

Well, why don't you go out and do it, then?

It's an easy matter to get their trade. Simply play to them by carrying in your establishment the sort of automobile accessories which they want and which are not definitely marked as being the privileged stock of regular auto dealers. Remember that every tenth man or fifteenth man, or whatever the figure may be, in your city owns a machine. Remember that the vast majority of these auto owners have families in which there are sons, brothers and fathers. And remember that when you clinch the trade of the head of the family you are clinching the trade of every member of the family who is ever in the market for the sort of goods you carry.

It's a big proposition, isn't it? It's well worth the careful consideration of every men's wear dealer, isn't it?

Let's now look at some of the definite and specific ways in which the men's wear store could go after this automobile trade and so thoroughly hook itself up in the minds of the autoists with all the men's wear and certain sorts of accessories they purchase as to make sure of securing the great percentage of their business.

Suppose that the store established an auto wear and auto accessories department. Suppose that it carried in this department all the wearing apparel and auto accessories which investigation showed a demand for and found a difficulty in securing at other establishments in the city. For instance, the store could carry goggles, leather gloves for driving, tire gauges, automobile caps, dusters, heavy motor coats, robes for use in cold weather, auto road guide volumes, trunks for attaching to cars for long tours, etc.

Then the store might add a distinctiveness to the department which would attract a lot of attention and create a lot of talk, by placing a large road map of the city and immediate country—including five or six of the nearest counties—on the wall where every visitor to the department could see it. Then at the entrance to the department it could place a sign modelled after the road signs in use on the country turnpikes near the city where the store is located, upon which sign would appear directions like this:—

"Boys' department, straight east at the rear of the building."

"Men's low-priced suits, second floor front."

"Men's higher-priced suits, first floor front."

"Underwear and night wear, to your left, turn to the right at the next aisle."

The more this sign and directions were made to look like the regular sort of a touring sign appearing on the county's highways, the better it would serve to attract attention and the more the visitors to the store would talk about it. And, of course, at the top of the sign should appear a hand or arrow pointing at the auto accessories department. All of this would tend to attract attention to the auto department and to impress upon the minds of customers the fact that the store had such a department.

Again, after instituting the department, the store should advertise it in a way to definitely attract the attention of the city's motorists. It would hardly be enough, for instance, to state that the store had a lot of good motoring caps for sale in the auto section. Such a statement would be too altogether ordinary and too lacking in the different kind of sales punch which is always so effective in making people take notice.

The store might much better advertise the department by running a little road map in the store's regular advertising on which would be suggested an interesting Fall tour for the week-end and by then placing beneath this map some copy reading about like this:—

"TAKE THIS TRIP OVER SUNDAY!

"The roads on this trip are all in perfect condition; the country is beautiful and you'll enjoy the ride immensely.

"BUT, remember that the days are getting cool, now, and when you come back to the city late at night you'll feel decidedly chilly unless you are provided with robes to keep you warm.

"Come in to our store before going on your week-end trip or Sunday afternoon joy ride, and look at our stock of robes. You'll find here just the sort of robe that will make your trip much more enjoyable and you'll find it at just the price you want to pay for it."

Such advertising would be sure to attract attention and would drive home a good sales argument at the very moment when the thought of going on an auto ride was uppermost in the minds of the readers of the advertisement.

Or the store in its advertising might give actual testimonials from some of the friends of the establishment regarding the benefits derived from the use of goggles, caps, robes, etc., purchased from the store and recommending conditions under which they can be used to the best advantage.

Hook up your store with the automobile trade. Nearly everyone who has money to spend beyond the bare necessities of life has a car nowadays. And even those who haven't cars have friends or relatives who own machines and who take them riding frequently.

The Daly Company, Limited, Sparks and Queen streets, offered $45 overcoats at $27.60; caps worth up to $3, for $1.49, and all the boys' clothing and furnishings at 20% discount.

Getting the Customer Interested

The Salesman Who Is an Artist Can Point Out Deficiencies in the Dress of His Customer Without Giving Offence--Then He Can Turn Around and Sell Him More Merchandise

By FRANK FARRINGTON

ONE day I stopped in at Johnson's men's wear shop to look at gloves. I wanted something for automobile wear, and I went into Johnson's because they had a nice window display of gloves, showing a well known brand, advertised extensively, and I felt sure of getting something dependable.

"I want to see some gloves," I said to the middle-aged salesman.

He led the way to a large showcase which contained a fine line of gloves, so displayed that you could see a sample of each kind. He switched on the hooded electric lights that illuminated the interior of the case. I noticed that each kind of gloves was shown with one glove palm up and one back up, so I could see the whole style and design of each.

"Did you want to get something you could wear motoring?" he asked.

I don't know whether he mentioned motoring out of compliment and in the hope of pleasing me with flattery, or whether he really did think I belonged to the automobile class. I told him that was just what I wanted of the gloves.

He showed me a nice variety of suitable gloves, but none of them as cheap as some I had seen in the window. The ones I liked were priced higher than I had expected to go. I objected to the price.

"I don't blame you," said the salesman. "These gloves are certainly not cheap, but I can promise you that they will give splendid service. They are made by a manufacturer who has not skimped on the quality in the effort to keep prices down. On the contrary he has been improving quality where he could, even when it reduced his profits and made the line higher priced than some competing lines.

"These gloves are fairly high in price, but they are still higher in quality and they are the cheapest motoring gloves you can buy, everything considered. You know what a strain there is on a pair of gloves when you are driving a car, especially if they fit snugly. You are using your hands all the time, and as the muscles swell under the strain of a pull on the wheel or on the gear lever you stretch the seams. These gloves will stand the strain and the seams will hold. Cheaper gloves often rip or split."

I knew he was right. I had burst more than one pair of snug, street gloves when using them for motoring.

In my mind I could not help contrasting this man's selling talk with that of a clerk in a department store where I had been looking at gloves recently. This latter man did not know anything about the construction of gloves or why they might be good or poor. All he could say was, "These are some gloves, believe me!" He did not secure my interest. I like to buy from a man who knows what he is talking about and who is willing and able to make explanations. I have met with some salesmen who probably knew enough but seemed to hate to part with the knowledge. A salesman needs to be willing as well as able.

While this salesman was having my gloves wrapped (yes, I bought a pair of the good ones) he was talking to me about collars. He asked me what make of collars I wore and I told him I had never tied up to any one kind, but usually bought the sort they sold where I happened to be buying. They all look alike to me as far as material and workmanship were concerned.

"I don't believe you buy other things that way," he suggested.

"What do you mean?" I asked.

"Why, in buying a razor or razor blades, for example, you don't take whatever you happen to find in the first store you visit. Your wife doesn't take any kind of flour or soap the grocer happens to have."

I had to admit that we usually adopt a brand we know to be reliable and then stick to it.

"That's a good plan in collars as well as in razors and household goods," said he. "I believe you would find it worth while to pick out just the make of collar that will give you the best and the most satisfactory service and then stick by that brand."

I told him I hadn't given the matter thought, but that it sounded reasonable.

"Well," he went on, "I don't want to seem to know more about your collar likes and dislikes than you do, but there is a difference in collars. Some brands wear a good deal longer and will stand a good deal more laundering than other kinds. Some kinds fit better, feel more comfortable, have a better style. You may have always been lucky in getting good collars, but I think it is safe to say that unless you have stuck by a brand you know to be good, you have just been lucky.

"I think that by tying up to one good make of collar and buying that kind regularly, picking out the style you like best, of course, you would get better collar service than you have ever had before.

"There is an advantage, too, in always buying your collars at one store. By going always to the same store, whether it might be our store or some other, you get that dealer interested in your collar trade and in giving you satisfaction. That man is going to try his best to keep you satisfied, and if anything goes wrong with the purchase of collars it will be easier to get it made right."

All this he said and more, and I knew in my own mind that the man was right. I admitted it to him and I called his attention to the collar I wore and asked him if he had that style. He said he had, but he asked me if I would be willing to try on another style that he thought I would like better.

I had been wearing the same style of collar for some time and had thought it was just what I wanted, but, believe me or not, when I tried on the style that salesman suggested, I saw there was something more to buying collars for appearance than merely getting one that will go around your neck and button. The different style really added a hundred per cent. to the looks of rather an ungainly appearing neck. I admit it. I wondered right away why it was that no dealer had ever before sought to get me fitted into a collar that would make me look my best.

Of course I bought collars, I acknowledge that I am that vain. I bought an entirely new outfit of collars and I am going to wear the old ones on fishing expeditions. So I became a regular collar customer of Johnson's shop.

After completing my purchases I went my way, wondering why so good a salesman should be merely a clerk at his age. It seemed to me that his ability should have made him a proprietor by that time. I was talking about this to the druggist next door to Johnson's shop a week later and describing this capable salesman to him when the salesman himself came into the drug store. "There he is now," I said under my breath.

He walked over to where the druggist and I were talking and the druggist grinned as he said to me, "I want you to meet Mr. Johnson, the proprietor of Johnson's Shop."

Reduce Your Slow-Moving Lines

Turnover is Lessened by Slow-Moving Styles and Sizes—What a Western Merchant Discovered—A Time for Efficiency in Store Management—Profit and Turnover.

SUCCESSFUL competition is a test of efficiency. The real, live merchant, while recognizing that he must take some losses while the market conditions are so unsettled, is not apprehensive of normal conditions when competition is the great factor in business. He welcomes competition as a greater incentive to efficiency in his store organization; it puts him on his mettle, so to speak, and every energy is bent toward maintaining turnover, or even expansion. During the rising market merchants did not feel that they were involving themselves in any danger by heavy purchases: the consuming public was on more or less of an extravagant spree and business was exceptionally good. Now that the turn of the tide has come, that prices are falling, the retailer is discovering what surplus of stock has accumulated during the past few years. During the stock-taking month he will probably find some things that will surprise him, particularly if he has not adopted a system whereby he knows at the end of the day or the week, at least, exactly what quantities of stock he has on hand.

Watch For Odd Sizes

One of the tests of an efficient organization will reveal itself when stock is taken of the different sizes carried in the different lines of men's wear. It is all very well to know the rate of turnover on all lines carried in stock; at the same time it is quite possible to lessen that rate of turnover by overbuying many odd sizes.

Efficiency in store organization requires that a merchant knows, not only the rate of turnover of the several lines carried, but the rate of turnover of the several sizes in those several lines. For, therein frequently lies the secret of the turnover of the whole lines. The rate of turnover of a given line of men's wear, say underwear, may be altogether held up by the slow-moving sizes. And, in the meantime, good money is being tied up in goods that are only accumulating dust on the shelves. Particularly on a declining market is it desirable that these lines be moved out, for they continue to accumulate losses so long as they remain on the retailer's shelves.

An Incident

The manager of a department store in a Western city recently undertook to find out how the different sizes in different lines were moving. He had a passion for efficiency. He wanted to know if his rate of turnover could not be increased, even though it was fairly good as it was. So he began to take a daily stock of these sizes. The first thing he discovered was that, after all, it took but very little of the day's time—almost nothing—to keep such a record. But at the end of a few months he had found out that from half to two-thirds of the sizes carried in different lines of underwear sold only a few garments monthly. Unthinkingly he had been buying nearly the same quantities of odd sizes in underwear as of the faster-moving lines, with the result that the departmental turnover was being held up by at least twenty-five per cent He found out that the buying policy had been all wrong and that considerable money was being tied up in slow-moving merchandise, money that might better have been devoted to increasing his business in other ways.

The Lesson

The lesson derived from this one incident was not lost upon this merchant. He tried the same thing in all other departments and the results were surprising to him in many respects. In the first place, it proved to him conclusively that it paid him to keep the minutest record of the stock he carried and that it took very little of his time to keep such a record. In the second place, it showed him that his rate of turnover could be vastly increased by the inauguration of a keener buying policy that worked hand in hand with his daily record of stock. When his buying season arrived he had at his finger tips a complete knowledge of every line carried in his store and of how every size in every line had moved during the intervening months. It was knowledge that was most desirable to him and to the department managers. Like many other men's wear merchants, he carried shoes and he was surprised to find how many odd sizes and dead styles he carried on from month to month, sizes and styles that tied up money and killed rate of turnover. He got rid of them at a loss, but he had learned his lesson and has continued to profit by it to this day. Now he has an efficient accounting system in operation which keeps him constantly informed regarding all lines carried in his store and he has increased his rate of turnover.

During the Coming Months

February is usually the stock-taking month. It is the month when a new page is turned in many a retailer's books. It is a good month to begin over again, and, in view of the merchandising problems that now confront the retailer, it is a good time to adopt new methods which will help to solve those problems. It will be a good time to begin to watch odd lines, to see if rate of turnover is being curtailed by odd sizes and styles that are now slow-moving. Simply because there is a slowing up of consumer demand is no reason for sitting back and allowing things to drift. Business will be harder to get because of consumer resistance and because of keener competition. But by keeping careful watch over the movement of different lines, it can be ascertained what are the best selling ones and these should be constantly kept in stock. Turnover is the salvation of business and profits on a declining market and everything that will increase turnover and will eliminate lines that are slow-moving contributes to that turnover. There is comparative safety in stocking moderately fast-moving lines; there is extreme danger in stocking slow-moving sizes and lines. An efficient system in store management can soon eliminate these lines and allow for the greater concentration on turnover in profit-bearing lines.

PART OF YOUR JOB

Your job is a tremendous part of your life. Not only does it directly consume one-third of your life each business day, but also with its three hours over the eight at your desk to cover travel to and fro, and luncheon, eleven out of sixteen waking hours are absorbed.

To enjoy life is, therefore, to enjoy your job. Work is not designed merely to bring in money that one may enjoy life when the day's work at the office is over. Work is a pre-requisite for enjoyment. It remains a joy when so-called pleasures cloy and pall. For there are three things essential to enjoyment—contrast, contest and suspense.

Analyze your favorite sport, your favorite play or your favorite book. In each you will find contrast, contest and suspense. Contrast is the outstanding factor in your morning plunge. Contest with conditions, with competitors, with yourself is the element that makes business the keenest of games. Suspense is the element that keys one up to appreciation. Anticipation is a mild form of suspense.

Your job molds you, even as you mold your job. It is inevitably what your power is to make it.—From The World's Markets, published by R. G. Dun & Co.

First the Children, Then the Parents

Building Up a "Neighborhood Store" in Westmount—Prefers Personal Advertising and Street Car Advertisements to Newspapers—Meeting Downtown Competition.

"GET after the children's trade, if you want to build up a good trade for a neighborhood store," said C. W. MacBride of Sherbrooke St., Westmount, to a representative of Men's Wear Review. "If you build up a business with mothers and children, the parents' trade will follow of its own accord. I began business over fourteen years ago at Point St. Charles, a surburb of Montreal, with a boot and shoe business, and gradually added a men's furnishings department which has been very successful all along. About five years ago I decided to open a branch in Westmount and cater to the high class trade there, and I find that the combination of footwear for the family and haberdashery for men works out satisfactorily."

Mr. MacBride thoroughly understands the art of adapting the store to the needs of the neighborhood and furthermore to the tastes and requirements of his customers. His store is located in a particularly advantageous position in the heart of the residential district, side by side with a popular French pastry shop and almost at an important street car junction. He has interesting theories regarding store equipment and arrangement which in practice lend a somewhat unusual appearance to his establishment. For instance, he does not believe in the use of centre tables or counters for display purposes, although his store is very wide and has ample room for such additions. Instead he keeps one side and one end entirely for the range of footwear and the other for his stock of haberdashery, leaving a clear unobstructed floorway in the centre, which strikes the shopper, accustomed to the rather crowded appearance of the average store, as decidedly unusual. White walls and a bare hardwood floor with only two large glass silent salesman flanking the entrance convey a sense of spaciousness and freshness which have a strong appeal to mothers who are obliged to bring babies with them on their shopping expeditions. Another interesting feature which is attractive especially to the younger generation of shoppers is a large bowl of goldfish which is placed upon one of the glass showcases in full view of the children. A large tank was formerly used, which only recently met with an accident, necessitating the temporary use of a bowl, but in Mr. McBride's opinion anything was better than giving up the gold-fish, which are one of his strongest drawing cards for the children. He also talks of installing a squirrel cage as well because nothing is so successful as a means of distracting the attention of small and somewhat irritable customers who have been brought against their will to be fitted with rubbers, or to wait while mother picks out a dress collar or shirt for father.

There are several adverse factors to compete with in establishing a successful neighborhood store, according to Mr. MacBride. First there is the fact that it is necessary to compete with downtown store prices and if the department or specialty store is advertising neckties at $1.00; then the suburban retailer has to shave profits in order to anticipate the inevitable, "I'm afraid that is too expensive," which greets his attempt to push his own line. However, by carrying a very carefully chosen line of furnishings at a moderate price with especial care paid to stocking full size ranges, it is possible to overcome the natural prejudice which exists against the small store in the suburb.

Another point emphasized by Mr. MacBride was the fact that the neighborhood store cannot count upon advertising to bring business for the reason that only a very small proportion of newspaper readers live within such a radius that it would be distinctly worth their while to patronize his store. Newspaper advertising, in Mr. MacBride's opinion, is a waste of money, for by such investment one is paying for useless publicity in other parts of the city. In his opinion, attractive placards displayed in the street cars which run on the route adjacent to his district are infinitely more advantageous as business getters, and are well worth using by every proprietor of a neighborhood store. Personal letters or circulars are also better for publicity purposes and have a stronger appeal to a high class trade.

Comparing the trade done by his two stores, Mr. MacBride said that the unusual feature of it was the fact that the workingmen who formed the greater part of his custom at his Point St. Charles store purchased a higher class of merchandise than did the patrons of his Westmount store. The reason for this, he pointed out was due to the fact that residents of the former suburb are all employed in that vicinity and consequently cannot get into the city often to make their purchases. Evening shopping was an important feature of this type of trade. In this store he finds it necessary to employ five clerks, while in the Westmount store two are sufficient. In point of volume of business, he remarked, the workingman's store is a better proposition for a haberdasher than the high-class custom. The latter class are usually owners of motors and are consequently not tied at home as are their less fortunate fellow citizens, and whereas the latter are steady and profitable customers, the former are uncertain and more fastidious in taste and difficult to please.

"The owner of a neighborhood store has got to know his neighborhood," concluded Mr. MacBride, "and by adapting his service to the peculiar needs of his customers he will be successful, although I do not think that ordinary merchandising methods will ever prove satisfactory. It is up to the merchant to discover how to appeal to his prospective customers, and in my case I have found that catering to children gets the father's trade as well."

ADVERTISING SUGGESTIONS

"In my mind there is no greater service that can be rendered today to business and to the public than to re-establish a normal volume of buying," Mr. Williams asserted. "And to do this it seems to me business and the public must come to an understanding. Unless business is being done, unless there is a fair distribution of activity, there can be no prosperity to divide, either between employer or employees, business man or consumer.

"It is no time to preach thriftlessness now, but it is a time to place emphasis on the need for sanity in buying. It is not thrifty to stop buying altogether any more than it is thrifty to consume all of our current production without consideration of the future. That is a wasteful way of doing business. It means extravagant production costs and waste of materials in the boom period, and in the period of depression it means deterioration of goods not consumed. In both periods, therefore, it means great waste of human endeavor—and in the last analysis the public pays the bill.

"Is there not a great threat in the present situation of such unfortunate results as these? Is not the recession in public buying forcing industry into too great a curtailment of production? Will not, in other words, the public pay a greater price for its false economy than if it maintained a more temperate attitude, both as to buying in flush times and as to abstention from buying in a time such as the present?"—Roger H. Williams, Vice-president National Bank of Commerce, New York.

A Rule That Doesn't Work Both Ways

Retailer Says That British Firms Which Asked for Increase on Straws in Mid-Season Because of Advance of Raw Material Do Not Give Decreases When Raw Material Has Dropped

SOME rather sharp replies have recently been received by Canadian retailers from English jobbers selling straw hats direct to the trade here in Canada. Buying for next season in straws was pretty well completed here by the end of the first week in September. Since then there have been some reductions in straws and Canadian manufacturers and jobbers have notified their customers of these reductions and have extended to them the advantages of such. But, according to a retailer who expressed himself very heatedly on the subject, some of the English jobbers have not done this, even though they have admitted that the price of braids has fallen and that reductions are being offered in other quarters.

Took the Increase All Right

According to this retailer, who is a very large dealer in hats and buys considerable quantities from English houses, English houses were not slow to ask for an increase a year ago when the market was rising. This retailer had received advices from three firms there of increases of fifteen and twenty per cent.—two of them fifteen and a third twenty—over the prices at which they had accepted the order. That was a year ago. The reason given for the advancement was the increase in the cost of braids. The increase was accepted without any great objection, and the reason for the increase was not questioned.

It Is Different Now

But the story is different now. We are on a declining market. Though nothing was said by the agents of these British firms at the time the orders were booked about their customers being given the advantage of any reductions that might occur, there was the natural expectancy that such would be given without asking when the time came. This retailer stated that, after a number of Canadian wholesalers had given reductions, he wrote to English firms asking for reductions similar to those being given here.

But the reply he received from one house quite surprised him. This firm informed him that he would be obliged to accept the order at the price booked. They admitted that the price of the braids had declined; but it appears that the logic of a year ago, namely, that an increase in the price of the raw material justified an increase in the price of the finished product, failed at this point.

"When the price of the raw material increased they increased our prices," said this retailer to Men's Wear Review, "and we paid it, believing that it was justified. But now that the price of the raw material has decreased this house does not seem to think that we have a right to expect a reduction. It was no fault of ours that the price of the raw material had increased after our orders had been booked; yet we paid the increase. Now that the tables have turned we think we should have been given the benefit of the reduction in the price of the raw material. We will take the hats, of course, but there will be no further business with that firm."

Not Characteristic

Men's Wear Review has been in touch with a number of British firms since the declining market started in and we have not found that to be characteristic of other houses. It is perfectly true that the reductions given by British firms have not been as large as those given by the Canadian or the American houses. The reason is obvious. The English markets are open to the world and if they do not sell to Canadian or American buyers they figure that they will probably sell to some other sources in other quarters of the globe. In discussing the same question with a large buyer of English goods he pointed out that the increases during the rising market on all lines of English goods which he bought were not as sharp as those on this continent. Now that the decline had come, he said, their reductions were not as sharp either.

However, we do know of a number of cases where reductions have been given by English firms on orders that had already been placed. The retailer who voiced his complaint to Men's Wear Review did not wish to convey the impression that this was characteristic of all British houses.

It would seem, however, that this is a point worth remembering in future. During unsettled times rising and falling markets are not uncommon and it might be well for buyers to have an understanding with the firms with which they deal that a mid-seasonal increase due to higher costs of raw material has as its natural sequence a mid-seasonal reduction when there is a drop in the price of raw material. Labor costs have remained the same during the last year and the contention of this retailer that this was a law that should have worked both ways seems to us to be perfectly sound. High-handed methods such as this firm seems to have followed will, in the long run, get them nothing but ill-will.

More Service Means Satisfaction Looking Backward and Security Looking to the Future

"Men's Wear Review as a trade paper," says Walter Watt, of Uxbridge, Ontario, has been a great help in keeping us abreast with the times. It has contributed in no small measure (especially during the trying times of the last three months) much useful help and information.

"We have always been led to believe that it is hard to do business on a falling market. The last three months have proven this conclusively to the retail merchant of the province. Undoubtedly the only merchant who will make any money during 1921 will be the good buyer.

"During the war any fool could buy goods, for no matter what the line, it was worth dollars more in a few months' time. Now the conditions are reversed. Goods must be bought strictly on their merits and with a keen eye to the future; and yet we must be careful not to buy too cheaply. We must be careful to make our clothes and furnishings selections from reliable houses and the working clothes we buy must bear the Union made label.

"If the times are going to be bad let us not deteriorate with them. Let us keep our heads up and face whatever is in store for us with a smile. Let us be satisfied with a little smaller profit on the goods sold. Let us give our customers a little more in service and when a standard of values has again been reached we can look back satisfied with the past and look forward knowing we are secure in the future."

Forms of Appeal in Advertising

Valuable Suggestions Contained in a Paper by H. H. Scovil, of St. John—Appeal That Sells Goods Put Into Effective Copy With Attractive Layout — How Often Should the Ad. be Changed?

The accompanying paper was read at the convention of the New Brunswick retailers, held recently. It was written by H. H. Scovil, of Scovil Bros. & Co., Ltd., of St. John, N.B., clothiers, and read by C. R. Wasson, in Mr. Scovil's absence. The question of advertising is always one of the uppermost questions of the retail trade. Mr. Scovil presents some new as well as many helpful suggestions in this paper.

ADVERTISING to the retail merchant takes a number of forms:

Advertising by means of newspapers, circulars, enclosures, signboards, mailing lists. A store decoration is a form of real advertising. Window displays are a very important branch of advertising. Store policies and store service are today considered most important from an advertising point of view.

One can readily see, therefore, that advertising in all its branches is a very broad subject to the retail merchant.

As it would be impossible to cover this whole subject in the small space allotted to this paper, we will confine ourselves mostly to the writing of an advertisement. The fundamental principles on which good copy is based. But first of all, what is advertising and does it pay? To consider the last part first—if a retail merchant doing his own advertising waits until the last minute of the day, then grabs a piece of wrapping paper, scribbles off the first few words that come into his head, rushes this to the paper office and then heaves a sigh of relief, saying, "Thank goodness, that's over with," then certainly advertising is not of great value—in fact it does not pay its way at all.

Good advertising pays good returns, as reflected in some of the greatest commercial concerns of the day. There is scarcely a person who is not, either consciously or unconsciously, affected by advertising. Just to illustrate, I'll ask and you'll answer in your own mind. What products are represented by these slogans: "It floats," "57 varieties," "Have you a little fairy in your home?" "Good-morning, have you used?" and there are dozens of others. Think for yourself of the many kinds of automobiles, tobacco, correspondence schools, clothes and other things that fill the human wants. How did you become acquainted with them? Through advertising, of course.

Then reflect for a moment upon the commercial value of this common knowledge throughout the entire country, and you can account for the tremendous success of most of these names—proof positive that it pays to advertise. This brings us down to the nature and function of modern commercial advertising. The power of advertising as a creator and developer of commerce is the predominating factor of modern distribution. Advertising may be thought of as "written salesmanship," or advertising is a mode of education by which the knowledge of consumable goods is increased and an effective demand created. For, to become less academic and nearer to the heart, advertising is the force which has transformed the parlor melodeon into a pianola, the crane over the hearth into a fireless cooker, the tallow candle into the Mazda lamp, and everything else in the world in like degree. True advertising must ultimately produce business in an economical manner.

Although advertising is a powerful force in our modern life, still it would be folly to attribute the entire success of an undertaking to advertising; many other elements combine to make the resultant success. But in the final analysis, the fact remains that an outlet must be found for the goods on a merchant's shelves. Unless they can be sold at a profit, production must finally cease and business become paralyzed. Advertising is one of the greatest selling forces that keeps the money moving from buyer to seller.

Is advertising an expense or an investment? Usually it would be considered as a selling expense, it being assumed that advertised merchandise is already partly sold before the customer enters the store, and therefore advertising may legitimately be considered as part of the cost of selling. Again, good advertising should create good will, which in many cases is the greatest asset a firm can have. For example, when the Booth Fisheries Co. were forced to reorganize a few years ago, their physical assets were practically nil and it was only the great potential value of their trade mark, which had been built up through extensive advertising, that served as the basis of refinancing. It is said that the one word "Sapolio" has been valued at $7,000,000, and some time ago Printers' Ink ran a series of interesting articles debating the proposition that it would take a least a million dollars for a new competitive soap to begin to even make a dent in the Ivory soap market. This shows that in certain instances advertising is certainly a true investment, although this good will would only be appraised at a cash value if the business were to be sold or reorganized.

To come down to the fundamental principles on which advertising should be based:

First. Let us consider the appeal that sells the goods.

Second. This appeal put into effective copy.

Third. This effective copy given a layout that will attract attention.

First. The appeal that sells the goods. The great buying public can be divided into definite groups and your advertising directed at one of these groups. Don't try to talk to all the world in one advertisement. You'll get nobody's interest. Your space will be wasted. Select a definite group or class of buyers, then concentrate your fire on them, and them only. A shot gun would be only an aggravation to a lion, whereas, one clean-cut steel bullet rightly placed would quickly turn the trick. Successful advertising makes a specific appeal to the buying motives of a definite group to which the appeal is directed. The advertiser may be guided by a study of primary buying motives. The chief points of self-interest are fairly common to all people, at least to most members of a particular group.

The various fundamental appeals may be as follows:

1.—Profit or Economy.
2.—Health.
3.—Pleasure and Comfort.
4.—Pride and Vanity.
5.—Affection.
6.—Knowledge and Progress.

In the case of each of these appeals, the self-interest of the buyer forms the common meeting ground on which all appeals join.

The Profit or Economy Appeal

This appeal is familiar to all in the form of "marked-down" sales, such as "regular $50 suits—specially priced at $42.85 for to-day only," or "Prices at less than manufacturer's costs of to-day." Some other basis than price comparison may be used in this appeal, such as "Superior Quality." A hardware dealer might advertise stoves as making a 30 per cent. saving in fuel, over other types, or paints as covering more square feet of surface per gallon, automobiles as giving more miles per gallon of gasoline. Hundreds of other illustrations can readily be thought of, that show the effectiveness of the profit or economy appeal, when properly used. A money-saving appeal will meet with instant response from most members of a certain group of buyers.

The Health Appeal

Everybody wants to be well, and many people are always open to suggestions along this line. This appeal is used with great force in selling breakfast foods, chewing gum, fruits, and almost every article of food consumption. It is used in selling such articles as dust preventives, window screens, even in selling wearing-apparel, such as "Wear one of these warm overcoats now and save doctor bills." One firm

have issued a whole book on the health advantages of woolen underwear, hosiery, etc.

This appeal can be used in featuring almost every kind of merchandise a retailer handles.

Pleasure and Comfort Appeal

Man loves ease, pleasure, comfort and satisfaction. Many lines of merchandise are readily adaptable to this form of appeal. For instance, "the pleasure derived from well-fitting, comfortable clothes." "This easy chair is so comfortable you just want to stay home in the evenings." "This table lamp makes reading a pleasure." Many other such appeals will readily suggest themselves. The pleasure and comfort can always be appealed to through the various senses of seeing, hearing, smelling, tasting and feeling, each one to be analyzed on its own merits.

The Pride and Variety Appeal

Almost every person is susceptible to this appeal in one form or another. Pride can be appealed to through quality and style and the high character of the store, such as "This ring came from Yorks." "This dress is the latest New York style." Pride and vanity can be appealed to through all the human senses.

Affection

In this appeal, the welfare, happiness, and joy of others is the predominating motive. Seasonal conditions offer unusual opportunities for this appeal. "June is the month of Brides." Many holidays have their special associations in the way of gifts. The Christmas season brings out such headlines as "For Him," "For Her," "For Father," etc., and then there is the Baby—the new arrival always calls for special attention.

Knowledge and Progress

The desire for knowledge and progress is a strong and natural craving. This can be appealed to in various ways by technical description of the articles for sale. Those selling, say, cement might advertise the various uses of concrete on the farm, around the home, etc., educating the people to these uses.

This outlines in a general way the various appeals to be considered in writing advertisements. In selecting the appeal, one must aim at the complete concentration of attention on the part of the reader, remembering always that the reader looks at it from the standpoint of his own interest. Analysis of your object leads to one thing—copy. Successful copy is that which makes a specific appeal that will sell goods.

Effective copy should be simplicity itself, use simple understandable words—sturdy advertising words. It will save one from word slavery and, stock-phrases. One unaccustomed to copy writing oftimes uses too many uninteresting words. One should appreciate fully the use of a few well chosen words that make the copy outstanding. Someone once said that the art of writing consists of saying one hundred words and make the reader think a thousand. Choose your words carefully. Every word costs money and this leads to brevity.

Clearness is another essential point in writing. Be sure your reader will grasp at once what you are driving at, don't let him flounder among a lot of words, hunting for a meaning.

In writing copy, there are several styles that are commonly used:—

The Narrative Style.
The Descriptive Style.
The Commanding Style.
The Conversational Style.
The Interrogative Style.

Remember that advertising is news for the consumer, and that style must be chosen which best suits the merchandise, the store and the consuming class appealed to.

After the copy is complete comes the selection of cuts and the lay-out. Cuts should be selected as nearly as possiblbe that will depict the merchandise covered by the copy. A draught should be made of the desired lay-out, showing the position of all cuts, etc.

As for the styles and size of type, if a professional ad. writer is employed, he will thoroughly understand all this, but where the merchant himself or one of his employees does the ad writing, he hardly has the time nor the inclination to go thoroughly into this part of advertising, and will do well to leave these selections with his newspaper, except possibly to indicate where he wants white-spaced displays, bold strong type used, medium sized type, small type, light faced type or other general detail.

This covers in a general way the advantages derived from good advertising, the various principles on which to base your advertising, and the usual methods adopted.

Keep in mind always that the final object of advertising is to make a profit through the sale of goods. The truer the salesmanship put into copywriting, the more effective will be the advertising, the less will be the use of unnecessary words. Advertising, like salesmanship, follows a well defined formula—that is, attention, interest, desire, action. Good advertising carries its reader naturally and inevitably through the successive mental stages, and therefore the final test of a good advertisement should be as follows:—

Does it command attention? Why? Is the attention held? Why? Does it arouse interest? How? Is it direct self-interest? How do you know? Does it create desire? Why? How? What is the basis of desire? Is there a clear purpose? Has the reader any doubt how to act? Why?

No matter what appeal and style has been used, the advertisement to be successful must result in a desired state of mind or action on the part of the reader.

There are many mediums through which your advertising may be brought to the attention of your community. We will confine ourselves to newspaper advertising.

No matter whether you have a weekly or a daily paper in your local field, considerable thought should be given to your newspaper advertising. Buying space in a paper should be considered the same as buying merchandise, to produce a profit and for no other reason. Advertising in your local paper can be made profitable if used right, but it is an absolute waste of money if not used in the proper way.

The first thing to do is to figure out how much money you can afford to spend, say from 2 3-4 to 4 1-2 per cent. of your sales volume, according to your line of business. Then proportion this amount over a year's campaign, so much for a contract space, because it is the best policy to advertise consistently with every issue of the paper and preferably the same location in the paper throughout the year, so that readers know unconsciously where to find it. Then set aside so much for special sales, for Christmas and other times when it will pay you to use additional space.

Then in preparing your copy, remember this,—to invoke interest it should be store news—news about the merchandise you have, its description, quality, price, etc. Then store trims and window displays, if co-related to your advertising will give double effectiveness.

Many merchants give too little attention to their local paper, believing that advertising in the local paper is of little value. If you have the proper store news, if careful attention is given to the appeal, and if you advertise consistently along business-like lines, there will be no doubt as to the result, but if you look upon the space as almost worthless and leave the same copy in for numerous issues at a time, not thinking it worth while to make a change, then you can be assured in advance you have simply wasted your money.

How long would you buy a daily paper that changed its subject matter only twice a week? Your answer relates to the question, "How often should I change my ad copy?"

A GOOD WINDOW FRONT

Continued from page 25

door, or to escape a shower. A small window is quite as potent in appeal under these circumstances if the proportions are carefully planned. Prior to the alterations which recently occurred in the building, Mr. Livinson had a frontage of 24 feet. His present frontage is just twelve feet, but so ingeniously has he contrived his windows that the effect is quite as striking and the selling power just as strong as when they were twice the size.

Among the little details which have recently been installed by Mr. Livinson to finish off his entrance should be mentioned the artistically tiled flooring with the proprietor's name inset with white cement, and also the two neat glass collar show cases on either side, one containing American models and the other Canadian.

A Dog-Gone Good Window

As a little variation to the usual run of masculine haberdashery, a window card persuasively admonishes the passer-by to "Be Good to Your Dog," and all around are countless little knitted outfits for the smart canine wardrobe, featured in the leading university colors and those of other local institutions. "Toggery for Bow-Wows" makes an unusual window display, and one well calculated to arrest attention and interest on the part of many dog lovers. Harness, leashes, collars and blankets are other suggestions which are of interest to owners of dogs, and which have a place in such a display.

Unusual merchandise, up-to-date equipment, efficient service and a large measure of resourcefulness are all absolutely essential to progressive merchandising, and are fully reflected in the enterprise demonstrated by this Montreal store.

GARMENT MAKERS ELECT OFFICERS

The third annual convention of the Canadian Association of Garment Manufacturers closed a two-day session at the Windsor Hotel, Montreal, with the election of officers, including the following: President, R. F. Sparks, Ottawa; eastern vice-president, P. S. Hardy, Montreal; western vice-president, C. A. Graham, Edmonton; treasurer, H. F. Brooks, Ottawa; secretary, F. E. Hawkins, Ottawa. The executive council includes: F. S. Hodgins, of Kitchener; W. F. Corbett, Toronto; C. E. Kitchin, Brantford; and J. A. Haugh, Toronto.

How Sales Affect Yearly Financial Statment

Interesting Address by F. W. Stewart on Pressing Question of Merchandise—Pointers That Will Come in Useful During the Current Year

F. W. Stewart, Canadian manager of Cluett, Peabody & Co. of Canada, recently delivered the accompanying address to the New Brunswick Convention of Retail Merchants. In view of the many sales that are likely to be held during the year which has just opened, it is of particular interest and importance. Just how these sales should be included in the yearly financial statement is carefully outlined.

THE phase of merchandising which I desire to speak upon to-day is "The results of selling merchandise at less than regular prices," as it applies to the final showing at the end of the year. Before doing so, I wish, however, to refer to the figuring of expenses and profits.

Statistics show that 90 per cent. of merchants who start in business are unsuccessful largely for the reason that expenses and profits are figured incorrectly. I have found that the custom is very general to figure expenses on sales, and gross profits on invoice prices. If this basis of figuring does not put a merchant out of business it keeps him continually in the position of finding it difficult to meet his payments when they become due.

Expenses and gross profits must be calculated on the same figures, either invoice or sales prices. Sales figures are the most desirable to use, as a merchant knows from day to day and year to year what his sales figures are, whereas it requires considerable detail work to secure invoice prices for all the units sold during the year. The comparative results would be the same whether sales or invoice totals were used, but I want to emphasize the point that total sales or invoice prices must be used for the figuring of both expenses and profits.

I want to illustrate to you that 50 per cent. mark up does not mean 50 per cent. gross profit—it is only 33 1-3 per cent. The following shows expenses and gross profits figured on sales price, basing expenses as 30 per cent. of sales:

Sales price	$12.00
Invoice price	8.00
Mark up 50 p. c.	4.00
Expenses 30 p. c. of sales price	3.60
Net profit	.40
Equals 3 1-3% of $12.00	

You will note that the invoice price, $8.00, is 66 2-3 p.c., and mark up, $4.00, is 33 1-3 p.c. of selling price, making a total of 100 p.c., or $12.00.

Basing expenses and gross profits on invoice prices, the final results will be the same, as follows: Expenses for the year having figured out as 30 p.c. of sales, we see that 30 p.c. of $12.00, the sale price, is $3.60. $3.60 is 45 p.c. of $8.00, the invoice price. The difference between 45 p.c. and 50 p.c. is 5 p.c., 5 p.c. of $8.00, invoice price, is 40c, corresponding with the net profit as figured on sales price.

If expenses are figured on sales price, and gross profits on invoice prices, and 50 p.c. mark up is made, and expenses are 30 p.c. of sales, the apparent difference is 20 p.c., which is what so many merchants figure is their net profit, while the actual result of 50 p.c. upon invoice price and expenses 30 p.c. of sales is 3 1-3 p.c., as already shown.

An easy method of figuring the per cent. of gross profits being made on any article is as follows:

Subtract the invoice price from the selling price, and divide the selling price into the difference, adding two ciphers to the latter, as follows: :

Selling price	$12.00
Invoice price	8.00
12)400.00	
33.33	
Equals 33 1-3%	

If you desire to ascertain the necessary per cent. to add to invoice price, to give you a certain net profit, say 10 per cent., and we assume expenses, are 30 per cent. and add the net profit to expenses, which totals 40 p.c., and deduct this per cent. from 100 per cent., dividing the difference into total per cent., expenses and net profit, 40 per cent., as follows:

Expenses	30%
Net profit desired	10%
Total	40%
Deduct 40% from 100%	60%
Divide 60 into total expenses and net profit adding to ciphers	60)4000
66.66	
Equals 66 2-3%	

With expenses 30 p.c. and the desired net profit 10 p.c., 66 2-3 p.c. must be added to invoice price to give this result.

To prove this:

Invoice	$12.00
Mark up 66 2-3%	8.00
Selling price	$20.00
Deduct invoice price	12.00
Divide by selling price	2)80%
	40%
Expenses	30%
Net profit	10%

These few examples are given to make clear to those who may not be figuring correctly, that to place a business in a secure financial position, and be able to cope with periods of depression and business stagnation, merchandise must be sold at prices to cover all expenses and leave a fair net profit as the results of the year's operations.

I wish here to give an itemized statement of expenses showing the per cent. of each, making the total of 30 p.c. These are not actual, and naturally vary with different firms, but they are reasonably correct, and I believe that 30 p.c. is a fair average cost of doing business of retail stores throughout Canada. The expenses of some stores are less, and some higher than 30 p.c. of sales. This typical statement is based on a yearly turnover of $120,000:

Personal	6%	$ 7,200
Pay Roll	7%	8,400
Rent	4%	4,800
Advertising	4%	4,800
Insurance	1%	1,200
Lighting and Heating	½%	600
Depreciation	3%	3,600
Transportation	½%	600
Delivery	1½%	1,800
Bad Debts	½%	600
Interest	1%	1,200
General	1%	1,200
	30%	$36,000
	Equals 30%	
Average monthly sales		$10,000
		$7,000
Average monthly expenses		3,000
Average monthly purchases, 6,666		
Equals 66 2-3%		
Average monthly net profits, 334		
Equals 33 1-3%		
		100%
Annual sales		$120,000
Annual expenses		36,000
Equals 30% of sales		
		84,000
Annual purchases		80,000
Equals 66 2-3% of sales		
Annual net profits		4,000
Equals 3 1-3% of sales		
Equals 100% of sales		

The phase of merchandising which is overlooked by many merchants is the amount given to customers during discount or cut price sales. I have pre-

(Continued on page 53)

Cotton-Growing May Shift from the U.S. Automobile Requirements Boost Cotton Goods

From One-Tenth to One-Fifth of World's Output Used for Automobile Tires—Boll-Weevil Evil Forcing Southern Farmers to Grow Other Crops—Other Countries Becoming Increasing Factors in World Situation

SO MANY lines of men's wear have their origin in raw cotton that it becomes both interesting and instructive to get a world-view of the cotton situation in its bearing upon the future of the finished articles that are sold over the retailer's counter. Such a world-view is given in the November issue of the Atlantic Monthly by Melvin T. Copeland, who is now a recognized authority on this question. One of the outstanding features of this article is contained in the suggestion thrown out by Mr. Copeland that the time may come when the scene of the world's largest producing market of raw cotton may be shifted from the United States to some other countries. Though, perhaps, for different reasons, the same thing seems to be happening in the United States with regard to raw cotton as has happened in Russia with regard to flax. With world trade shut off from Russia, the great flax growers have found it unprofitable to grow flax and have turned to other crops as their livelihood. Somewhat the same thing has happened in the United States. Judging from what Mr. Copeland says, the other cotton-growing countries of the world—Egypt, India, Turkestan, Persia, China, and the small districts in South America and Africa—may be called upon to produce more of the world's raw cotton than they have hitherto done.

Would Make Prices More Stable

Says Mr. Copeland on this phase of the question, "While means may be found, possibly, for producing substantially larger crops of cotton in the United States, it seems probable that sooner or later raw cotton production will expand faster in other countries than in our own Southern States. This would not be an undesirable event. Except for the rather superficial gratification that comes from mere bigness, there is little gain to the people of the United States in having this country produce sixty per cent. of the world's supply of raw cotton if other crops are equally profitable to the farmers. Instead of gaining an advantage from our preponderant share in the production of raw cotton, both the American farmers and the American manufacturers tend to suffer therefrom. The trade is at the mercy of weather conditions that have had similar effects, good or bad, throughout the entire growing district each season. If cotton growing could be heavily, but not too suddenly, increased in other parts of the world, where the weather conditions would be likely to differ each season from those in this country, the result would be greater stability in prices; there would be less likelihood of a glut or a famine in the world's markets in any one year. With broader producing markets, fluctuations in prices would tend to be less severe, and the degree of certainty as to prices is nearly as important to the farmer and to the manufacturer as the absolute amount per pound to be received or paid."

Successful Experiments in the Sudan and Africa

Mention was made in Men's Wear Review some months ago of experiments that were being made by the British Government in South Africa and Egypt in cotton growing. Mr. Copeland deals with these experiments in his world-review of the industry. He says, "Experiments in cotton-growing in the Sudan and in eastern and western Africa indicate that soil and climatic conditions there are suited to the crop. Transportation facilities are lacking, however, and the labor that is available is of the lowest order. The British Cotton-Growing Association, financed chiefly by British spinners, has been engaged actively in this experimental work for two decades, in an effort to secure relief from complete dependence on the American crop. Eventually, the efforts of this association, together with the industrial development that seems likely to take place in Africa, may provide an abundant supply of cotton from these undeveloped sources."

Ravages of the Boll-Weevil

"Despite the efforts of the Federal government," says Mr. Copeland in deal-

Continued on page 53

Building Up Business by Hearty Co-operation

Clothing and haberdashery men in the Danforth district, Toronto, are setting an enviable example to the men of the trade all over the country. They are face to face with a problem that confronts the men of the trade from one end of the country to the other, namely, to keep trade at home. The Danforth district in Toronto occupies the same relative position to Yonge street as do thousands of towns within an hour or two's distance of some large city. Yonge street offers the same opposition to the Danforth district as the more numerous stores in the centres of population offer to the less frequent stores in a thousand little towns in Canada. What they want to do is to keep trade at home. They believe that Toronto can best be built up by building up its outlying districts, and they are doing what they can to help build up the Danforth district, just as the men of the trade all over the country should try to build up their town or city.

These men of Danforth do not feel that it is nearly as bad a thing for a customer to walk out of their store to their competitor's store just across the street or a little further down the street, empty handed, as to go down Yonge street and have their requirements met there. And so when John Smith comes in for a suit of underwear, a certain sized collar, a suit of clothes, a necktie or a pair of suspenders, and Henry Brown doesn't happen to have it, he tells his customer to step across the way to William Black's and he sure will be able to get it there. In doing so, he has done two things: He has shown this customer that he is a big enough chap to help him get what he wants at his competitor's, even though it means the loss of a sale to himself; and he has blocked the way to Yonge street, which is worth considering. Money spent in the Danforth district means the development of the Danforth district, just as money spent in every town and hamlet in this country means the development of that town or hamlet. And the bigger Danforth is, the better will be the trade in Danforth.

Such is the value of co-operation. The "big fellow," while he may be disposed to say that he does not need such co-operation from the "little fellow," stands to benefit by such co-operation even more than the little fellow. He carries many lines that the smaller man does not carry and his hearty co-operation with the smaller men will mean a good deal to him. Co-operation in business for the benefit of a town or district cannot be a bad thing for any man, no matter whether he be a big fellow or a little fellow.

Hard Work—No Sales—And Value

Essentials of Success as Outlined by Sherbrooke Merchant—Advertising and Window Display —Keeps Clear of the Banker—Is Placing for Spring.

SUCCESS is not always measured by expansion but by the reputation which underlies the growth of a man's achievement. Because a man may possess a large and up-to-date establishment, it does not necessarily indicate that his success is assured, rather does one seek for the motives and the principles which have actuated the merchant to follow the course he has and whether from envy or admiration, endeavor to arrive at a just appraisal of his business ethics. Nine times out of ten the investigator is disappointed by finding that instead of a sensational story of unusual luck coupled with "pull" and other underhand but only too common incidents of modern life, the secret of it all is just the old, old story of plain prosaic, hard work.

When a man looks back upon twenty-three years in business all alone, twenty-three years unmarked by such incidents as fires or moves, or even by such a thing as a sale, and, at the end of that time he finds himself proprietor of the largest store of its kind in the city, he may be pardoned for a little legitimate pride in his own efforts, especially when the secret of his success is attributable to the above-mentioned factor.

Such is the unusual record of J. Rosenbloom, the well-known clothier and haberdasher of Sherbrooke, Que., proprietor of the "Star" Clothing Hall. The "old store with the young spirit" is the slogan of the business which has grown from a very small origin to its present size, comprising four distinct stores—clothing, haberdashery, and hats and shoes, occupying a very large area of floor space and boasting four large display windows.

Three Essentials of Success

The age in which we live is the age of youth. To be successful in any line of life one needs unbounded energy and a spirit of youthfulness which alone can ensure the ambitious man the goal he has in view. "How can a retailer do business successfully to-day?" was the query put to Mr. Rosenbloom, and the answer came as follows: "Give the public value for its money and do not misrepresent a single article in any way. Keep the youthful spirit to the fore and insist upon giving prompt service and the newest merchandise."

"I never held a sale," continued Mr. Rosenbloom, as I don't need to reduce any lines in order to move them. They move quickly enough because I pride myself upon buying only for spot cash and pricing my goods at the lowest possible margin of profits. Furthermore,

I own my own building and keep overhead expense down to a minimum. This policy has made my business the largest of its kind in Sherbrooke and quite as progressive as any in Canada.

Advertising and Display

Mr. Rosenbloom has been a firm believer in the power of daily advertising in the past, and his clean-cut and attractively laid out copy has always been a feature of the Sherbrooke papers. Mr. Rosenbloom believes now that the better class store will not centralize its publicity efforts upon journalistic advertisements solely but will devote an equal amount of money and effort to make its windows radiate the spirit of the store within. "I am experimenting with my four windows," said Mr. Rosenbloom, "and am almost convinced now that four displays, representing each branch of my range of merchandise is not so profitable in the end as four windows full of one line of goods only and changed as often as possible would be. In my opinion the man in the street is more impressed by a very comprehensive showing of one line of goods in all colorings and styles than he would be by four different windows full of goods. He says to himself that here is a store which seems to carry a large variety of styles, and so he is prevailed on to come in. By putting only seasonable goods in the windows when adopting this plan, it is very easy to awaken the right degree of interest in your stock. For my part I would prefer to keep a display man just for this work and none other, changing goods at least twice a week and endeavoring to make my windows as attractive as any advertisement could be."

Salesmanship

Another important point in successful merchandising, according to Mr. Rosenbloom, is the psychology of salesmanship. "It is most essential to minimize the expenses incidental to overhead and an efficient sales staff is the best asset a store can possess," he said. "When one's clientele is drawn from office, farm or railroad, one needs a more able sales force than would be required in the case of a purely city store. The farmer usually requires a much longer time to serve than the city man, and there is much more fuss incidental to serving him, still he has his advantages as a customer. At the end of a season, thanks to the farmer, I never have any clothing to carry over for the simple reason that he knows that whatever I do not wish to carry over I will let him have at a slight discount, and I do not need to advertise this fact. They do not require the same styles as the city men and when it is understood that the garments are first-class stock I never fail to clear out all my superfluous lines on a slight discount basis. Strictly speaking, though, I believe in a one-price business for all, and I hope the day will come when the farmer will realize the wisdom of it."

Dangerous Delay

In reply to a query as to prospects for next season in the clothing line, Mr. Rosenbloom stated that he had not felt any marked decline in business and therefore had placed whatever orders he needed. He was of the opinion that delay is dangerous when it concerns the matter of Spring placing. He has always believed it better to take a legitimate loss of profit.

"If a retailer has been shrewd in his own merchandising," concluded Mr. Rosenbloom, "he will not require any assistance from bankers, and in my own experience I have found it best to keep clear of any speculation whatever."

HOW TO REDEEM LUXURY TAX STAMPS

Merchants are instructed to make out a list showing the total number of uncancelled and unused stamps of each denomination in their possession and add up the same in money value. The list should then be forwarded to the local collector of customs, who will in turn forward it to the taxation offices of the Dominion Government. When these returns are verified, checks will be issued to the merchants.

Cancelled luxury stamps will not be redeemable. This will affect some of the large departmental stores, where there was only one machine and where many hundreds of dollars' worth of stamps were cancelled at once for the several departments.

COTTON GROWING MAY SHIFT

Continued from page 51

ing with the prevalence of an evil that is largely responsible for the changed attitude of the Southern farmer with regard to devoting all his time to the growing of raw cotton, "through the Department of Agriculture, and of various other agencies seeking to check the ravages of the boll-weevil, the pest continues to spread. It ruins millions of pounds of cotton each year. In addition to this direct loss caused by the boll-weevil, its depredations discourage farmers from planting cotton in the districts where it is most active. Starting on a small scale in Texas near the Mexican border in 1892, the boll-weevil migrated steadily eastward and northward until it has infested the entire cotton belt, with the exception of portions of Tennessee, North Carolina and South Carolina. These districts are not likely to remain immune. Unless some means be discovered of getting rid of the boll-weevil, it will tend directly and indirectly to lessen the quantity of raw cotton that otherwise would be grown each year in the United States."

Cotton Manufacture

Dealing with the problem of cotton manufacture, Mr. Copeland points out that the morale of the whole industry is impaired in England by speculative interests, that machinery in Germany is so deteriorated that there will be no surplus from there for years to come, that France is nearly back to normal and with the addition of Alsace has added twenty-three per cent. to her output, that Poland and Russia cannot be reckoned on for years to come, and that in India, China and Japan most of the spinning is carried on in factories. He points out, however, that Japan has succeeded, by special effort, in capturing the Manchurian trade from the United States. "The task of the American cotton manufacturers," says Mr. Copeland, "is not to win existing markets from foreign competitors, but to be prepared to supply a share of the new demand that will arise, not only in the United States, but in other countries such as India, China and Africa."

Where Much of the Cotton Goes

It is illuminating to know just where a great deal of the manufactured cotton goes and what is the cause of the high prices of some of the necessary cotton commodities which find their way to the retailer's shelves every day. It will be remembered that during the "overall" movement, we pointed out that wealthy men who lent their support to this movement by going to their offices in overalls might better put their automobiles away and let some of the supply of the manufactured cotton go to the legitimate manufacturers of such necessary commodities. Mr. Copeland says, "During the current year, it is estimated, from one-tenth to one-fifth of the world's entire production of long-staple, high-grade cotton will be consumed in the manufacture of automobile tires in the United States." This, says Mr. Copeland, is responsible for the high cost of cotton goods.

RAUTHIER & PERRON, SHERBROOKE

Continued from page 27

mahogany, with cream walls and ceiling, panelled in mahogany. The small office at the rear is done in oak woodwork. Palms and soft indirect illumination provide an artistic and attractive atmosphere, which is considerably enhanced by the care used by Messrs. Routhier and Perron in arranging and displaying their stock.

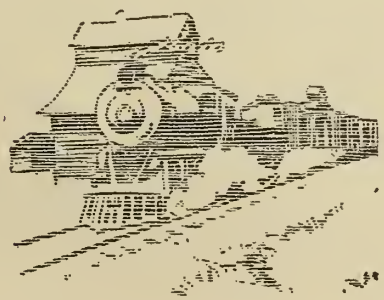
The Windows

The show windows are the introduction to the store and are tastefully dressed with merchandise appealing to the discriminating dresser with a well-filled pocketbook. No attempt whatever is made to emphasize bargain prices or sales. Ties which sold considerably above the luxury tax and shirts of the better qualities as well as the most unique and attractive designs of masculine jewelry are all to be found in this exclusive store and help to emphasize its character for smartness.

The store itself is located in the very heart of the business section of the city and is only a stone's throw from the hotels, theatres and banks.

In chatting with the partners recently, Men's Wear Review was informed that it was not their policy to feature price cards or even many show cards in their windows or show cases. Their idea is that good merchandise is sufficient to impress customers with the idea of its individual worth and that artistic show cards are only "gilding the lily." They do believe in sending out artistic circulars and advertising and have recently got out a very attractive telephone directory for their patrons engraved in colors which will undoubtedly be preserved by the recipients.

Although comparatively new comers to the world of merchandising, both partners have had a long experience in salesmanship, and are confident that the future will bring success in full measure. The best wishes of Men's Wear Review will go with them in their career, the success of which will be all the more certain after facing the perplexities and dangers which characterize trade today.



SALES AFFECT FINANCIAL STATEMENT

Continued from page 50

pared figures to show what these cut prices mean in dollars, and the effect they have on the final figures.

Naturally the sales during two months of cut prices are larger than the average monthly sales for the year. I, therefore, assume that they will amount to 50 per cent. more than the average monthly sales, or $15,000, totalling $30,000 for the two months. The expenses during these two months are larger than during other months, as those for advertising, payroll, delivery, light, paper, twine, etc., will be greater. Deducting the two months' sales $30,000 from total sales leaves $90,000 to be sold at regular prices during the other ten months as follows:

Average monthly sales, $10,000	$120,000
Sales during cut price months (2)	$30,000
Total sales at regular prices	$ 90,000

If the $30,000 of cut price sales had been made at regular prices, the sales would have amounted to $37,500, basing the cuts in prices at an average of 20 per cent., which shows that $7,500 was given to customers during the two months, which amount is an expense on the business just the same as rent, salaries or any other expense.

Now the point which I wish to bring out is that this $30,000 bears the same selling expense, 30 per cent., as if sold at regular prices, and adding to this the $7,500 given away during the sales' expenses work out as follows:

Expenses for 2 months, 30% of $30,000	$9.000
20% deducted from regular price of $37,500	7,500
Total expenses for 2 months	$16,500
Equal to	55%

Presuming that outside of sales months there are additional goods sold at reductions amounting to $2,500, as it is seldom that all reductions are confined to the two sales months, this would show a total of $10,000 given away during the year, which must be added to the other fixed charges of $36,000, making total expenses for the year $46,000, or 38 1-1 per cent. for a total volume of sales of $120,000, which would show a net loss of 5 per cent. for the year instead of 3 1-3 per cent. net profit.

As I have shown, the total amount of reduction in prices is an actual expense on the business, and this item must be included in the total expenses for the year. The amount has been paid out to customers, just the same as paying rent to landlords, wages to employees or any other expense.

Is a Big Buying Movement Soon to be Inaugurated?

Montreal Clothing Makers Believe So—Opinions Vary as to Spring Outlook—How some of the Factories Are Running—Breaking a Strike.

MONTREAL.—Many and varied are the opinions voiced by the textile and clothing manufacturers concerning prospects for the Spring trade. While some are rather optimistic and predict a return to normal within a short time, others do not look forward to a change for the better for a considerable period. The reason alleged by Montreal makers of clothing for a more satisfactory state of affairs in the near future is that a big buying movement is soon to be inaugurated on the part of the public, which would be brought about by a general cut in prices, although it is not definitely stated just how this is going to be effected.

Others gave as the reason for the present conditions—which to them appeared not all cheeerful—that a feeling of distrust has been engendered between buyer and manufacturer, between retailer and the public. Until this relation is changed to one of mutual co-operation, there can be no hope for a clearing of the situation.

Conditions in the various textile and clothing industries vary but slightly at present. While the general condition seems to be one of relative inactivity. and measures have been resorted to, by which to meet the situation, but a partial curtailing of operations, affecting hours, number of help and wage scales, yet some manufacturers still hold out bright prospects for the coming reason. One of the latter was A. C. Dawson, of the Canadian Cottons, Ltd., who stated that no reductions of any kind have been resorted to in any of their mills in Ontario and the Maritime Provinces, as business warranted continuing operations as heretofore.

In cases where working conditions depend entirely upon orders and amount of output required, some of the staff have been laid off and the hours reduced in order to meet the exigencies of the situation. Among the manufacturers who have adopted the latter method of coping with conditions are the Fashion-Craft shops, but in general the majority of the manufacturers are unwilling to predict the future prospects in their respective lines.

Advertising Manager Wood, of the Semi-Ready Co., stated that most of their staff were still at work and no cut in wages or hours of work had as yet been made. Any prophecy for the future of the trade would be hard to make, as a general state of upheaval was being experienced in the clothing line, following similar movements in the food and building trades.

Comparing local conditions with those existing in smaller centres, it does not appear that the unemployment problem is as general as has been expected, yet the situation must be summed up as one in which uncertainty and hesitation to take any chance on the market are playing an important part. Until the commercial atmosphere clears, it will be impossible to predict what the immediate future holds for the manufacturers of clothing and textiles.

An indication of the general attitude of labor was well exemplified during the week of December 13th, at the factory of H. Vineberg & Co. About 260 of their employees went on strike, demanding an increase of wages, which was refused. The management promptly advertised for new workers and the response was unusually good, as many applicants presented themselves to obtain the positions which had been thrown up by the strikers. The outcome of the situation was that practically the whole of the old staff decided to go back to work under the old conditions, based on a weekly wage schedulue for a 44-hour week. According to Mr. Vineberg, the garment workers speedily realized their error, almost immediately after the strike was declared, for the response to the advertisements issued was a surprise to everyone. Operatives in search of jobs literally flooded the offices of the Vineberg Company and their action had the result of convincing the strikers of the futility of their demands.

Mr. Vineberg indicated that while the staff of operatives would be taken back, yet they could only be given employment as trade warranted, which did not mean that they would get full time employment. "We have to recognize the law of supply and demand," said Mr. Vineberg, "and we cannot give these people work when there is no work to be done. What we are going to do is to divide the work up, and if there is not enough to go round, our factory will work shorter hours, so that at least the whole staff of employees will make part wages at this time, when they need all the employment they can get."

According to the wage schedule published by H. Vineberg Co., the highest wage earners will be the head operators and sleeve hangers who will average $45 per week, while the lowest scale of $22 will be paid to female finishers.

MONTREAL SHOWROOMS ARE BEGINNING TO SHOW SIGNS OF SPRING ACTIVITY

IN DISCUSSING the matter of Spring lines with one prominent designer this month, a representative of Men's Wear Review was informed that it was generally considered inadvisable by the manufacturers to introduce any particularly novel features into the new lines, for the reason that merchandising in general will be too uncertain to permit any degree of speculative tendency. The time for extreme styles has gone and no signs of its return are yet manifest. At any rate, from present indications, few manufacturers have any idea of what class of goods to produce for Spring, since orders have not commenced to come in. One designer stated that he was going to feature herringbone weaves very prominently for Easter, 1921, both in overcoats and business suits. One very smart lightweight overcoat was made of gray and black tweed in a herringbone weave, designed on semi-fitting lines with extremely long skirt. The effect was decidedly new and smart.

Sacks are to be longer than last year's models, and are adopted after the style which is so popular in California and other parts of the United States where warm climate conduces to eliminate the overcoat. The majority of these sacks are close fitting with short vents about ten inches long and low cut gorge. The cut-away front seems to be the most popular feature of Winter models and will be continued upon the new lines for Spring. Two or three button styles are preferred on cut-away models and the waist line is in most cases perceptibly lower than last year's. Both peak and plain lapels are favored, it is stated.

Serge will not occupy so important a position among the popular fabrics for Spring, it is said, having been supplanted by the more fancy weaves in lighter colorings. The anticipated craze for English style coats has not apparently been reflected in this country, at any rate for Spring, although reports from American style centres have it that sports clothing will be particularly strong. The few sack coats which have been shown featuring bellows or patch pockets and soft roll fronts have been regarded as somewhat extreme for Canadian dressers.

In colorings, gray and brown will undoubtedly be among the leaders for Spring, and not only will mixed tweeds continue in popularity, but the use of striped effects is prophesied as likely to predominate.

Retailers in general are waiting for final announcements before placing any orders, but the tendency to get rid of goods as quickly as possible is gaining ground, so that a speedy demand for fresh stocks seems imminent.

Woollens and Knit Goods During 1920

ACCORDING to a report issued by the Dominion Bureau of Statistics, production of the woollen textile industry was given a selling value at the works of $27,516,270. This report covers the operations of seventy-six mills. Hosiery and knit goods for 1919 were given a value of $45,052,002, while woollen yarn was valued at $6,575,710.

The amount of capital invested in the woollen textile industry was $21,311,633, of which Ontario's share was $16,873,388 and Quebec's $3,126,141. The number of employees was 2,928 males and 2,959 females, and the total salaries and wages was $4,511,325, of which $466,619 went to 138 officers, superintendents and managers. Fuel costs were $61,512, for that of Canadian origin and $332,917 for imported fuel.

The total capital invested in the knit goods industry was $34,149,593 in 1919, according to the report covering the operations of 114 plants distributed as follows: Ontario 83, Quebec 18, Manitoba 5, British Columbia 3, Nova Scotia 2 and New Brunswick 1. Of the total investment, $7,086,099 was in land, buildings and fixtures, $7,750,263 in machinery and tools, $12,679,203 in materials and stocks on hand, and $6,634,028 in cash, operating accounts, etc. There were 4,054 male and 8,941 female employees, and the total of salaries and wages was $8,460,739. Fuel consumption involved an expenditure of $120,236 for domestic and $270,636 for imported shipments.

Materials used cost $26,548,736. There was used 4,016,623 pounds of raw cotton, and 11,020,646 pounds of raw cotton yarns, 2,453,685 pounds of raw wool and 2,464,064 pounds of woollen yarns. Worsted yarns were purchased to the amount of 2,464,500 pounds, valued at $5,231,141. The amount of tops purchased amounted to 1,199,880 pounds, valued at $1,263,527.

The production record was $45,052,002, of which $33,775,672 was in Ontario, $7,818,294 in Quebec, $2,406,402 in the Maritime Provinces and $1,051,634 in the western provinces. Products were classified as follows:

Geo. C. Coppley, of the firm of Coppley, Noyes and Randall, of Hamilton, clothing manufacturers, has been accorded the highest honors in the gift of the city to confer upon one of its citizens by being elected mayor by a majority of 1,225 over the next-running candidate. Mr. Coppley has had no previous municipal experience, but his wide reputation as a business man, added to an outstanding personality, stood him in good stead in the campaign.

Notes From the Capital

Many Sales Being Continued in January—Removal of Luxury Tax Helped Christmas Business—Feel That 1921 Will Be Healthier Than the Past Year.

OTTAWA,—Alexander, The Great Tailor, will move into his new store 186 Sparks St., immediately alterations are completed. Meanwhile, stock at the old location is being sold at rock bottom price to unload rather than carry over stocks. It was general anticipated that the removal of the luxury tax would help Xmas and New Year trade and the expectation proved correct, the clothiers having very little to grumble about over turnover. Many report that trade beat last year while others say that the last ten days' shopping helped to pull a big addition to the year's sales. While looking back on 1920 with mixed feelings all agree that 1921 appears to be a much healthier specimen at first sight and business will be gone after with vigor.

Glaude's, Limited, men's upstairs clothiers, Rideau street, have sold the entire stock to A. J. Freiman, Rideau street, it being understood that Mr. L. H. Glaude will return to the wholesale field.

January sees no let up in the price reductions as far as men's wear is concerned but rather the reverse. The Blair stock has been on sale since the death of Mr. Blair and the balance is to be slaughtered to clear, the store being closed to reduce prices on balance still on hand, December 31. The Two Macs, Limited, Sparks street, are giving the men the benefit of their price reduction under the name of "The Grand Slam." It's a mighty mark down. Prices advertised show from half to one-fifth off. McGiffin's, Limited, Jackson Building, Bank St., offer overcoats of "irreproachable qualities at incomparable reductions." Wellwood's, Limited, Bank street, start the New Year with a real sale of men's clothing, while the Daly Co., Limited, Sparks street announce a price adjustment sale.

Looks Forward to Organization Of a Dominion Association

"I might just say," says J. C. Begg, of Begg & Co., Ltd., of Hamilton, "that I believe that a local association in each town or community a good thing for the merchants themselves in that they meet in this way with their fellow-merchants. This has a tendency to make them become bigger and broader minded than their individual business could, and helps them to act in concert in these things that are facing us from time to time that are of vital interest to all clothiers alike.

"I believe that a provincial association is necessary and a good thing to link up the local associations and my contact with the Ontario Provincial Association in the past two years and the unselfish spirit evidenced by all and particularly the executive in trying to work for the good of the clothiers in the province, has thoroughly convinced me of its importance and the fee which any one merchant pays has been many times over saved to the individual merchant. I might say further that the merchant who has received these benefits and has not paid his past year's due ought to recognize that he is in debt to the association and I hope his conscience will soon start to trouble him.

"I believe that a Dominion wide association is a thing that we as a province should look forward to and that the force brought together by the provincial association might be united under one specific organization to meet such conditions as arise by much ill-conceived and badly thought-out legislation such as was inflicted on us during the past year by our legislature in passing the so-called Luxury Tax. Had our retail merchants association not brought to bear the force that they did, this tax would have been a still worse blow to retail business than it has been. Two hundred merchants being assembled in delegation at Ottawa from all parts of Ontario and even further in a matter of forty-eight hours and the well prepared memorial presented to Sir Henry Drayton had a definite bearing as was evidenced in the changes made. Had its force been augmented to the extent of covering the whole Dominion as a dominion-wide association would have permitted, the retail clothiers would have been enabled to bring force upon the government at that time and in fact could rally at any time a force that would be felt and would prove effective.

"I am in favor of every city having a local retail clothiers' association. I am in favor of every province having a provincial association, and I look forward to the time when the Dominion of Canada will have a retail clothiers' association that will be a power and a factor such as the National Association in U.S.A."

Bank Managers Say Many Retailers Still Holding Out for Prices Above Present Market Values

Reports From Over Five Hundred Centres in Canada Say That in Majority of Cases Reductions Warranted by Present Conditions Not Being Made—Not Many Financial Embarrassments in Sight

WHAT the bank manager thinks of the manner in which the retailer is conducting his business on a falling market is both of interest and importance to the retailer. The bank manager may be right or he may be wrong; but in either case, the conclusions to which he has come are bound to influence the relationships between himself and his client, the retailer. If he is right, retailers can understand a little better, perhaps, why he has adopted the attitude he takes at the present time; if he is wrong, the retailer should be at some pains to convince him of his error because it is in his interests to do so.

Recently The Financial Post sent out a questionnaire to bank managers all over Canada. In this questionnaire, questions were asked that are of importance to the retailer. From the retailer's point of view, the most important question asked was, "Is the retailer reducing prices as far as conditions warrant?" Of the hundreds of answers received to this question from every province in the Dominion, there were two hundred and sixty-eight bank managers who stated that, in their opinion, retailers were not reducing prices warranted by present conditions; two hundred and fifteen replied that, in their opinion, retailers were making such price reductions as were warranted. There were some thirty or forty doubtful answers. Saskatchewan and Ontario broke about even in the answers that were received; while all other provinces recorded a majority for the "nays". Readers of the Men's Wear Review will understand, of course, that this questionnaire did not refer specifically to their business but to the retail business, generally, and as presenting the bankers' viewpoint on the general business situation it is of importance.

FEW FINANCIAL EMBARRASSMENTS.

One of the questions asked by The Financial Post was with regard to the liquidation of debts and the likelihood of assignments having to be made. There are some isolated instances where bank managers gave it as their opinion that some of the smaller merchants would be forced to the wall, but the great majority of answers to this question is very reassuring. Bank managers give it as their opinion that retailers are doing their utmost to liquidate their debts, and they add that there seems little danger of financial embarrassments in the vast majority of instances which are their especial consideration. The consensus of opinion is that merchants will be able to weather the storm.

STANDING IN DIFFERENT PROVINCES

Reverting again to the first question, it is of interest to learn how the several provinces stand with regard to the price reductions by retailers:

In Saskatchewan, fifty-one centres report that reductions are being made that are warranted by conditions; fifty-three say not.

In Manitoba, fifteen centres report price reductions; thirty-nine say such reductions are not being made.

In Alberta, thirty-nine centres answer the question in the affirmative; and twenty-eight in the negative.

In British Columbia, seven centres answer the question in the affirmative; and thirteen in the negative.

In Quebec, thirteen centres answer the question in the affirmative; twenty in the negative.

In Ontario, eighty centres say that price reductions warranted by conditions are being made; while eighty-six say that such reductions are not being made.

In the Maritime provinces, ten centres answer the question in the affirmative, and twenty-nine in the negative.

STATEMENTS BY BANK MANAGERS

Under the column headings "Affirmative" and "Negative" we quote from statements made by bank managers in the different provinces:

AFFIRMATIVE

"We consider that they are making every effort to do so. Certain lines which they purchased at higher prices than those now prevailing in wholesale circles they are attempting to dispose of at the old price".—Norval, Ontario.

"The majority of retailers in this district are selling at a discount from 20 to 30 per cent".—Tweed, Ontario.

"I believe the retailers in Fort William have reduced prices on mostly all lines with the idea of getting rid of stocks as quickly as possible".—Fort William, Ontario.

"There is every evidence that retailers are quite conscientiously reducing their prices, as may be judged from their advertising".—Toronto, Ontario.

"The more reliable retailers are reducing prices fairly well but there is still room for improvement in this locality".—Port Arthur, Ont.

"Yes, decidedly".—Sommerside, Ontario.

"With the exception of men's furnishings, ready-made clothing and ladies' ready-to-wear garments, we find that little reduction is made in prices".—Fredericton, N.B.

"I think in most cases he is reducing as far and as fast as he can".—Lethbridge, Alta.

"Yes, locally, all merchants are doing this".—Provost, Alta.

"We believe the retail merchants of this village are reducing their prices accordingly".—Minburn, Alta.

"This is being done locally, but from interviews with some of our retail clients from small outlying points, this matter has not yet received the attention which it should demand in view of present unsettled conditions".—Morinyville, Alta.

Medicine Hat, Lethbridge and Edmonton report that suitable reductions are being made.

"In most cases in this locality, I believe that the retail merchants are reducing their prices as far as conditions warrant and, in some cases, a little farther than would appear to me to be reasonable".—Winnipeg, Manitoba.

"The retailers are reducing prices as much as possible".—Steinbach, Manitoba.

"At least, as far as they can safely do so".—Rossburn, Manitoba.

"We believe that the merchants are reducing prices in order to cope with the larger concerns".—Valparaiso, Sask.

"Practically all merchants are reducing prices in this city as far as conditions warrant".—North Battleford, Sask.

"In my opinion, the majority of retailers are reducing prices as much as conditions warrant but I think there are, shall we say, some profiteers who are holding out for the highest possible figure still".—Eskbank, Sask.

NEGATIVE

"Generally speaking, I think that retailers are unwilling to take a loss on merchandise purchased at high prices and they are not basing the selling price on the present replacement cost".—Toronto, Ontario.

"In my opinion, reductions are being made on certain lines of inferior quality but when a decent article is called for there is little or no reduction—this applies particularly to clothing".—Peterboro, Ontario.

"Prices only slightly reduced. Retail Merchants' Association appear to be holding together".—Owen Sound, Ontario.

"A number of dry goods and clothing stores have held sales but we have found it difficult to determine whether any real reductions have been made in the price of goods".—Brantford, Ontario.

"There does not appear to be much inclination to cut prices in the smaller centres. Retailers are disinclined to accept a small margin, and are much slower in marking down than they were in marking up".—Montreal, Quebec.

"He is trying to make all he can but claims that the country merchant did not mark up his goods on hand but gave his customer the benefit of the low price as long as the goods lasted".—Killaloe, Ontario.

"According to present wholesale prices he is not; he is holding prices up to equalize the eventual losses on old stock purchases at the higher level".—Marysville, N. B.

"Retailers claim to be reducing prices, but we do not think that they are basing reductions on replacement values".—Hillsborough, N.B.

"No, and in spite of the fact that wholesale houses are quoting lower prices, the retailer does not seem to be giving the buying public the benefit of these lower prices".—Sydney Mines, Nova Scotia.

"Generally speaking, I believe the retailer does not show a disposition to take a loss and only reduces when the action of a competitor in cutting prices forces him".—Hull, Que.

"Practically no reductions here and the mail order houses outside are getting the business".—Prince George, B. C.

"No, very reluctantly reduce prices".—Revelstoke, B. C.

"No. Although we are passing through an epidemic of sales the retailer appears altogether too anxious to cling to the prices of four months ago and has little consideration for replacement values".—Hanna, Alta.

"I would say not; there is a tendency to keep them up".—Winnipeg, Man.

"There is little evidence yet of any reduction in prices. Cost value rather than replacement value still controls prices".—Shoal Lake, Man.

"In my opinion, prices of commodities, especially in country points, are not being reduced considering conditions. Prices have been reduced but very little and were they reduced in accordance with conditions, I believe it would stimulate local trade".—Glenboro, Man.

Garment Manufacturers' Convention

Strong Opinions Expressed With Regard to Cancellations—Delegates Feel That Prices Have Been Established—Discussion on the Tariff—Election of Officers.

THE THIRD annual convention of the Canadian Association of Garment Manufacturers was held in the City of Montreal during the second week in December, when the following officers were elected for 1921: President, R. P. Sparks, Ottawa; eastern vice president, P. S. Hardy, Montreal; western vice president, C. A. Graham, Edmonton, Alberta; treasurer, H. F. Brooks, Ottawa; secretary, F. E. Hawkins, Ottawa.

Discuss Cancellations

Among matters discussed at the convention, the present business situation was dwelt upon and while the difficulties of the situation were fully recognized, an undercurrent of optimism was strongly evident at the convention.

In the opinion of the great majority of those present, the disregard of moral, if not legal, responsibility of contracts was regarded as one of the most menacing features of the period of deflation. Delegates stated that manufacturers were held firm to their committments, and while the difficulties of the retailer were recognized, it was felt that a resumption of business depended upon the re-establishment of confidence between buyer and seller. It was felt that the problem was one of re-billing. Manufacturers, it was said, were going out to the trade after the first of January with the full conviction that prices were now established—that all the water had been squeezed and, unfortunately, a little blood with it. The hope was expressed that merchants would purchase conservatively and sanely, that they would do so with the full intention of accepting purchases, and that these factors would largely contribute to the normal resumption of business and curtailing of unemployment.

The Tariff Discussed

The tariff was fully discussed; also the case for the industries that had been presented in the form of a brief before the Tariff Commission at Montreal in November. The feeling of the convention was one largely of hope that the government would see its way clear to do something to relieve the hardship resulting to the garment industry from the operation of the tariff.

Also as a further result of the convention, a question of price adjustments was taken up with the mills for the first time as an association enterprise.

So far as possible at this time of uncertainty, plans were laid for the new year's activities in the full belief that the return of normal conditions might be a hard but none the less necessary process; and that the sooner the problem was tackled in a practical manner by everybody, the better.

Time To Buy

"It is obvious that the Canadian people must continue to produce to the utmost, and in this course they will be supported by the Canadian banks. The doctrine of economy has been wisely and insistently promulgated throughout the country, but the time has arrived when people with money to spend should afford some encouragement and assistance to merchants by making reasonable purchases. This cannot be construed as extravagance—it is the only way in which commercial liabilities can be reduced and domestic trade stimulated."—C. A. Bogert, president of the Canadian Bankers' Association.

The New Agreement With Garment Workers

The wages of garment workers employed in the factories of some twenty firms which are members of the Associated Clothing Manufacturers in Toronto have undergone a slight reduction as the result of a new agreement, recently concluded, and which became operative on December 1st. When the last agreement was drawn up about the middle of 1029 there was an increase awarded amounting to about 12 per cent.; it gave a $3.00 increase to women and a $5.00 increase to men, per week. The latest agreement eliminates this 1920 increase. One of the officials of the organization stated that it would make a difference of about two per cent. in the cost of a garment to the trade.

At the time of writing, the Montreal Clothing Manufacturers' Association is not able to make any definite announcement regarding the wage schedule in that city. A tentative scale has been announced by the Harris Vineberg Co., Ltd., following their recent strike which, however, only holds good for one month, or until the trend of conditions becomes more certain. If the volume of business does not come up to the expectations of the company, the schedule may be changed.

Popular-Priced Men's and Boys' Clothing

Well made from up-to-date, saleable materials and at a price which will meet present-day competition.

IT WILL PAY YOU

to get our quotations before placing orders.

The Gardner Clothing Manufacturing Co.
Wholesale Clothing Manufacturers
645 St. Valier St., Quebec

A.P.H. Pants

Guaranteed all pure sheep wool. Best and strongest working pants in Canada. Ask for price list and sample.

CLAYTON & SONS, HALIFAX

Telephone East 7526

GOLD BROS.
Manufacturers of
Boys' and Juveniles' Clothing
930 St. Lawrence Blvd. Montreal

TWO COURSES
ADVERTISING and SHOW CARD WRITING

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

SHOWER PROOF GARMENTS
FOR
Ladies and Men

We specialize in the manufacture of High-Class Garments made from English Gabardines (wool and cotton).

Neat-fitting, stylish, comfortable and absolutely dependable.

Our Salesmen will shortly be showing samples for Fall and immediate.

Special discount to the wholesale trade.

SCHWARTZMAN BROS.
1448 St. Lawrence Blvd. Montreal

Glissades
Italians, Mohairs

SPERO
ON SELVEDGE OUR GUARANTEE
Pocketings
"BEST IN THE WORLD"

COTTON IMPORTERS
SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

SPERO MILLS ON
MANCHESTER SHIP
CANAL.—THE SHOW
MILLS OF LANCASHIRE

TWO OF A KIND Both Reliable

Richard Haworth and Company Limited, England

The House with over a century's reputation for value

GEORGE BRETTLE & CO LTD

Manufacturers and Merchants

119 Wood Street, London, E.C. 2, England

Complete Drapery and Men's Outfitting Service for Canadian Trade

TRADE MARK "OBERON"

IT IS sound policy for Shippers to go to "Brettle's." There is the certainty of securing that maximum value at the right price, which is the most important factor in successful business development. Brettle's "Oberon" specialities merit the attention of every buyer and there is a range suitable for the needs of every climate.

Further, sales-people take genuine pride in showing "Oberon" goods, knowing that they give the fullest satisfaction—in fact, it may be said, that "Oberon" specialities clinch their own sales.

Write or call on our nearest agent for samples.

—LINES FOR MEN—

Men's Silk Handkerchiefs

We always hold well-assorted stocks in Madders, Plain Colours, Fancy Colours, and Jap Silks in plain, hemmed and hémstitched lines—all of our usual high standard of quality and excellent value.

"Oberon" Quality Neckwear

Brettles are manufacturers of Neckwear, and have always in stock a wide and attractive range of Ties in tasteful and exclusive designs, in all up-to-date colourings and especially suitable for the better to best-class trade.

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Hosiery,
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Sports Coats,
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Artificial Silk and Wool,
Ladies' and Men's Pyjamas,
Towels,
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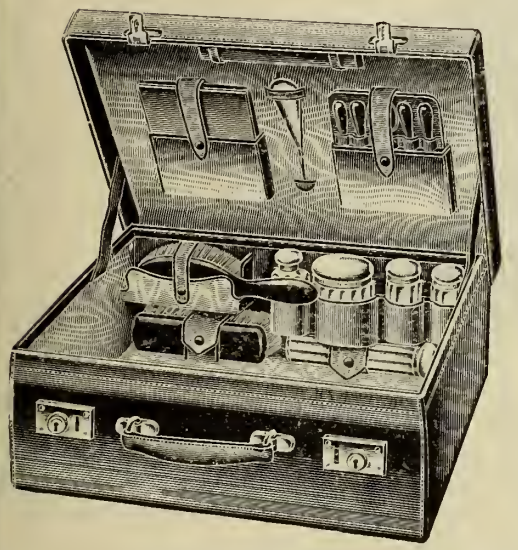

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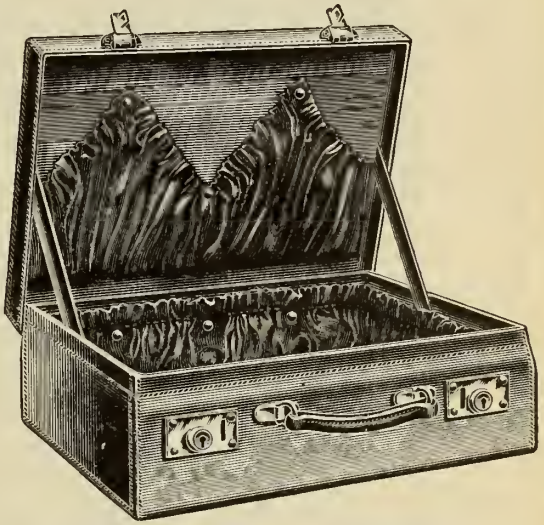

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Cowhide Kit Bags
Suit Cases
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Attache Cases
Music Cases
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Overland or Cabin Trunks

Ladies' Hat Cases

ALL GOODS ARE THE PRODUCT OF OUR OWN FACTORIES

BEST BRITISH MATERIAL AND WORKMANSHIP

YOU ARE CORDIALLY INVITED TO VISIT

STAND F. 103
BRITISH INDUSTRIES FAIR

WHITE CITY, SHEPHERDS BUSH, LONDON, ENGLAND
FEB. 21-MAR. 4, 1921

Hollins
DAY & NIGHT WEAR

The Mark of Fine Merchandise

"Viyella" (Reg'd)
"Aza"
"Clydella" (Reg'd)

Unshrinkable Flannels

Your particular attention is directed to our circular letter of December 27th, 1920.

WM. HOLLINS & CO., LTD.
(of London, England)
62 Front Street W., Toronto
45 E. 17th Street, New York

"Craftana"
Registered No 262005

THE HALL-MARK OF
Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses

Salesman Wanted

We require a representative who has made a success in a retail store and who wishes to broaden his experience and at the same time increase his present earning power and immediate prospects. Salary and bonus on sales. To a man of ability and character this position offers a bright future. Write—

The MacLean Publishing Co., Ltd.,
Trade Newspaper Division
Toronto Canada

CONDENSED ADVERTISEMENTS

Five cents per word per insertion. Ten cents extra for box number.

MANUFACTURERS' AGENTS SELLING WHOLESALE DRY GOODS trade wish to obtain a standard Canadian line. Box 320, Men's Wear Review, 143 University Ave., Toronto, Ont.

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Garters of the Satisfaction-Giving kind.

No. G.P. 22.
Regd. No 205436

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the ——— trade. ———

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES -:- are noted for their -:- QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

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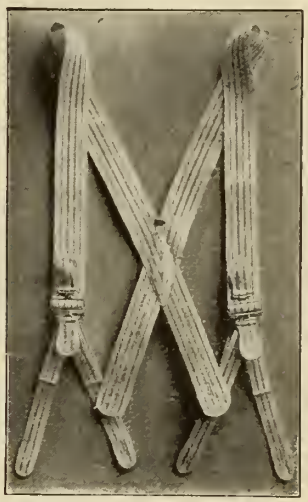
Stock Sphere Suspenders it means extra business.



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Now Prices Are On The Level

This position will be a pleasant one for all thrifty merchants. Those of whom are dealing in ARM AND HAMMER Brand Goods will be sure of receiving value for value.

Shirts, Overalls, Bloomers and Shopcoats, also Trousers of good wearing quality — those that will please both you and your customers.

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SHIRTS
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J. A. HAUGH MFG. CO. LTD.

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Manufacturers of the famous "Arm & Hammer" Shirts, Overalls, Bloomers, Trousers and Shopcoats

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THE MONARCH KNITTING COMPANY, LIMITED

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Be sure to see the fine range of samples
our travellers are now showing for

Fall 1921

Men's and Boys'

Sweater Coats, Pullovers and
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Jerseys, Toques, Scarves
Mufflers, etc.
Men's Hosiery

Silk and Mercerized in all the popular
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Profit

Without Investment

To-day—it's none too early—reserve one of our wonderfully complete Sample Books for SPRING. Enlist the strong support of made-to-measure

ART CLOTHES

in your Clothing Department—on a safety-first basis.

Only one representative in each locality. Secure this desirable agency for yourself now.

No investment—no loss—no risk—no stocks on your hands—no worry.

Enjoy the advantages of our remarkable selection of woolens, our incomparable styles—and allow us to carry the stocks and the investment.

There are never sufficient ART Style Books to supply demand—the moral is plain—reserve yours to-day!

Cook Bros. & Allen, Limited
TORONTO

Manufacturers of

ART CLOTHES
COOK BROS. & ALLEN LIMITED

PATENTED 1920

FIT-U CAP

ADJUSTABLE TO ANY HEAD

WITH WINTER INBAND

Customers from Coast to Coast have been asking for a winter Inband in our Fit-U Cap.

Here It Is!

Warm, comfortable, snug-fitting band lined with fur or sanitary cloth, knitted visor in front. Easily adjusted to fit any head, from 6⅝ to 7⅜. No worry re sizes. No odd sizes left over.

Write us to-day for sample box containing half-dozen winter Fit-U caps, assorted patterns, one-piece top, at $16.50 per doz. Six different patterns; each cap will fit any normal head. If only you could buy all your merchandise that way!

BUT YOU CAN BUY CAPS—LET US SHOW YOU

TIP TOP CAP CO. (Greene Swift, Limited) LONDON, ONT.

THE J.B. GOODHUE CO. LTD. ROCK ISLAND, QUE. MANUFACTURERS OF STAR BRAND OVERALLS, SHIRTS, PANTS &C.

The Stamp of a Better Overall

Goodhue's "STAR BRAND" are THE Overalls

Ask the workman. He can tell you what it means to have overalls of the best material, double seamed and reinforced for the hard going, strenuous wear he must give them.

Workmen are eager to patronize dealers who specialize in Work Clothes of quality. This is why "STAR BRAND" Overalls are such effective trade bringers. Their wearers have confidence in your entire establishment.

If you are open to conviction let us have your orders.

The J. B. Goodhue Co., Limited

ROCK ISLAND, QUE.

Montreal: 211 Drummond Bldg. Ottawa: 76 O'Connor St.

MILNE'S NECKWEAR NEWS

BIG VALUES JANUARY, 1921 *RIGHT PRICES*

Buy Early

Prices are now at the lowest.

Do not leave your buying too late. Goods are not manufactured over night and later goods will be scarce and prices higher.

Now

We can give you prompt delivery at the lowest prices but cannot promise for later orders.

Complete Spring Line

now on the road.

WILLIAM MILNE

The Newest in Neckwear

129-39 Spadina Ave. - Toronto

NEW PROBLEMS

The period of readjustment to normal conditions has brought about the enforcement of industries to lower prices and more efficient production.

Therefore we are in a position to give our customers better value and standard prices.

Our travellers are going out on the road with a full range of samples for

SPRING AND FALL, 1921

in *latest patterns* and *newest shapes* in *Men's* and *Children's*

HATS AND CAPS

It will pay you to see this interesting range.

BOSTON CAP CO.

338 St. Urbain Street - Montreal

HERCULES

NEGLIGEE and WORK SHIRTS

offer the maximum in quality, value and service; the best possible advantages for volume sales—and repeat sales.

The Hercules standard is established. Improvements alone change it from time to time.

Value is one point we are keen about. We make every Hercules Shirt stand not only for the finest in fabric, make and finish, but for the fairest in good value.

We've a splendid assortment of models, all just right in price, style and pep for big Spring selling.

It will be to your decided interest to see our range of samples before placing your orders.

The Hercules Garment Co., Limited

Head Office:—Montreal

Factories:—MONTREAL and LOUISEVILLE, P.Q.

NO MORE SUSPENDERS

E. M. Suspender Belt

for

Work, Sport, Office or Dress

Invisible

Immovable

Pants Kept Up. Shirt Kept Down.

Canadian Patent No. 176829 U.S.A. Patent Applied for

E.M. Suspender-Belt

Manufactured by
The Uniform & Equipment Co.
57 Colborne Street
Toronto, Ont.
Main 5435

Be sure to visit us at at our Warehouse, 57 Colborne St.
You will receive a cordial welcome and no obligation to buy.

AS ONE BUSINESS MAN TO ANOTHER

The aim of Men's Wear Review is to give our readers the finest type of editorial service—the best market service and the most up-to-date methods and ideas as aids to better merchandising.

We are confident you will want to renew your subscription for 1921—for, as many men have expressed it in renewing, they would not want to continue in business if the market information in Men's Wear Review were not available.

Every dollar saved in renewing subscriptions means just one dollar more that we can devote to bettering our editorial and market services. The large majority of merchants realize this and when they do not renew promptly—it is due to an oversight. We feel in bringing the plain facts to their attention they will not, in their own interests, permit us to waste money in persuading them to renew when they intend doing so from the first.

In the present indefinite state of markets and prices you will not wish to be without a single issue — which will happen if you do not renew promptly.

If you will help us in this way we can serve you better and to serve our readers better is the daily effort of every member of our staff.

Renew promptly in your own interest.

MEN'S WEAR REVIEW

A Vital Message to Business Men

THIS IS THE TIME for every brain and hand to utilize every atom of energy, every constructive thought, every helpful suggestion that will furnish more power to the business motor.

This is the time when the generals of business must take off their coats, roll up their sleeves, spit on their hands and re-vim every department, inside and out. 100% management must register 110% and more.

This is the time when raw material men must join forces with manufacturers, without fear or favor, to keep production on an even keel with both hands on the wheel.

This is the time when manufacturers must co-ordinate their interests with wholesalers in a will to win by working together.

This is the time when wholesalers must co-operate to the fullest extent with retailers by the suggestion of better selling methods. Showing a merchant how to sell more is to show him how to buy more.

This is the time when entire sales organizations should be on the road selling prosperity, and star salesmen should not ignore one-night stands. Beating the brush for business is more profitable than killing time at home.

This is the time when retailers must take advantage of every legitimate means of inducing business by catering to the public needs at equitable prices for dependable goods. Business may be encouraged when it cannot be forced.

This is the time for the salespeople behind the counter to remember that truth, courtesy and smiling service are the three great assets of personal success.

Inertia begets inertia; every complaint imagines another.

This is the time when the business whiner should be ostracized, the grouch banished, the discouraged inspired.

Super-effort in the sanctum, office, factory, on the roads, behind the counter, will do more to blow away the clouds of uncertainty and put business on a soundly economic and profitable basis than all the theories that ever have been or ever will be expounded.

This is the time—let's all go to work for the new era of real prosperity.

From Chicago Evening Post, December 3rd.

Deacon Shirts
Better Than The Best

EVERY MERCHANT WHO SELLS OUR---

Working and Outing Shirts
Starched Shirts — Sateens
Flannel Shirts — Oxfords
Viyellas — Clydellas
Tweeds, Drills, etc.

WILL FIND THEM PROFITABLE and your Customers will surely describe them SERVICEABLE.

The Deacon Shirt Co.
Belleville Ontario

J

Selling Collars

The New-Way Collar System is an innovation, but a successful one, as it brings every style in sight of a customer and every size in instant reach of the salesman. This is only one of the hundreds of features of the New-Way System for men's wear.

Let us explain the system

Jones Bros. & Co., Ltd.
29-31 Adelaide St. W.
Toronto

ALWAYS FIRST
in NEW BUST FORMS *and* NEW IDEAS

To help sell more merchandise we are now putting on the market complete line of Wood Fixtures to display all classes of goods.

DELFOSSE & CO.
247-249 Craig St. W. Factory 1 to 19 Hermine St.
MONTREAL

INDEX TO ADVERTISERS

Atlantic Underwear, Limited 13
A. P. H. Pants 58

Brettle & Co., Geo. 60
Blue, Walter & Co. ..... —
Boston Cap Company 68

Campbell Mfg. Company 4
Can. Consolidated Rubber Co.....Inside back cover
Cellular Clothing Co. 12
Cluett, Peabody & Company of Canada, Ltd. . 11
Cook Bros. & Allen, Ltd. 65
Crown Pants Co. 18

Davis Bros. 6
Deacon Shirt Company 72
Delfosse & Co. 72
Duktex Coat Co. 18

Faire Bros. & Co. 63
Forsyth, John Co., Ltd.....Front cover

Gardner Clothing Mfg. Co. 58
Gardner, B., & Company 14
Gariepy & Frank 16
Gold Bros. 58
Goodhue, J. B., Mfg. Co., Ltd. 66
Glovers Craft, Limited 1

Haworth, Richard, Ltd. 59
Hercules Garment Co. 68
Haugh, J. A., Mfg. Co. 63
Hollins, Wm., & Co. 62
Hickok Mfg. Co. 9

James & Co. 10
Jackson Mfg. Co., Ltd. 10
Jones Bros. & Co., Ltd. 72

Knight, H. I., Limited 61

Lang Shirt Company 7

Milne, William 67
Monarch Knitting Company 64

National Cash Register Co. of Canada..... 17
Nu-Way Strech Suspender Co. 18

Palter Sons 6
Palter Cap Co., Limited 10
Peck, John W., Co., Ltd. 5
Perrin-Kayser Company.....Inside front cover
Prosperity Shirt Company 4

Racine, Alphonse, Ltd. 2
Raven, William & Co., Ltd. 62
Robe & Clothing Company 8

Schwartzman Bros. 58
Scully, Wm., & Co. 8
Shaw Correspondence Schools 58

Tooke Bros., Ltd. .....Inside back cover
Tip Top Cap Co. 66
Turnbull Co., C., Limited 15
Tutt Clothing Company 3

Uniform & Equipment Company 69

Dominion Raynsters

"Made-in-Canada" Raincoats

Think of Spring

"DOMINION RAYNSTERS" are made for men, women and children. They come in many different styles and materials suitable for every occasion.

Almost before you realize it, Spring will be here and your customers will be asking for "Dominion Raynsters."

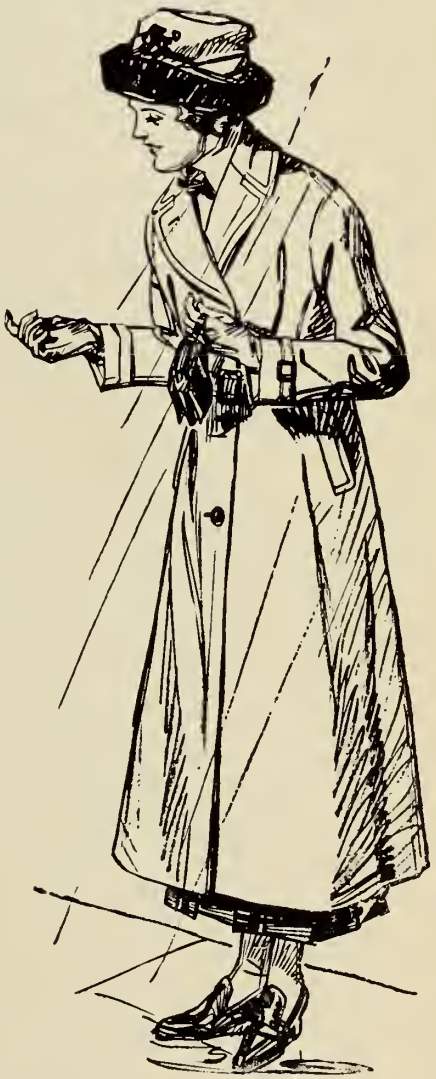
Have you seen the new Spring styles? Have you placed your "Dominion Raynster" orders?

If not, write our nearest branch to let you see what "Dominion Raynsters" have to offer in the way of styles and values.

"Dominion Raynsters" are the everyday, rain-and-shine coats. They are absolutely waterproof, yet, in appearance, are like the expensively tailored Spring and Fall coats.

Being Dominion Rubber System products, you can sell them with every confidence in their sterling quality and in the service they will give.

The "Dominion Raynster" label goes in every coat to protect you and assure satisfaction to your customers.



Write to the nearest service branch

CANADIAN CONSOLIDATED RUBBER CO. LIMITED
DOMINION RUBBER SYSTEM AND ASSOCIATED COMPANIES

Dominion Rubber System Service Branches

are located at

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Brantford, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

PARK effectively shows the new low shape. Made of best quality satin striped Madras, it is the leader of all striped collars.

PARK is a collar you will be glad to stock.

Immediate delivery at $2.40 per doz.

TOOKE BROS., LIMITED

MAKERS

Montreal **Toronto**
Winnipeg **Vancouver**

MEN'S WEAR REVIEW

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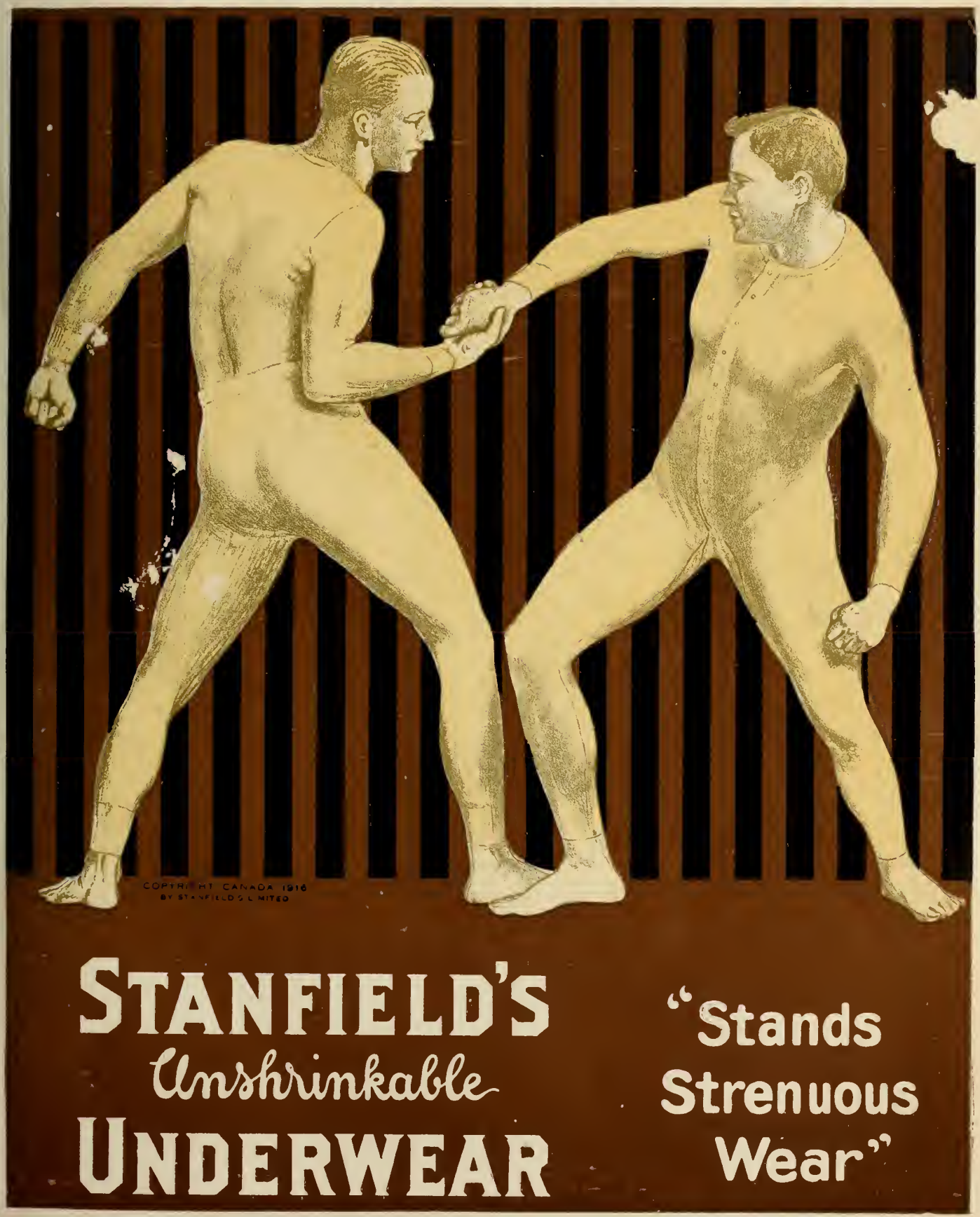


VALUES rise and fall; prices advance and recede; but through the uncertainty of the years stands with rock-like stability—**Quality.**

The dealer who has built his business with quality as the firm foundation comes serenely through the years—both the lean and the fat. Not so he who has endeavored to build upon the shifting sands of doubtful values.

ART CLOTHES
COOK BROS & ALLEN LIMITED

Quality has no substitute, and never before has the demand for quality in clothes been so insistent.

We are producing the finest clothes that human ingenuity and skill can create. They are ever built up to a standard—never down to a price.

There are still a few localities in which we can arrange agencies.

Write or wire NOW.

COOK BROS. & ALLEN
Limited
WHOLESALE TAILORS
TORONTO

Glovers-Craft Limited

P.O. Box 1026 Bell Telephone East 5100

SAVOIE LANE, MONTREAL

Thus addressed from February First, 1921, your communications or phone calls will reach OUR NEW LOCATION.

It has been necessary to DOUBLE our manufacturing facilities to meet the increasing demands for our lines.

THE CONSUMERS INSIST MORE AND MORE, ON FIRST-CLASS GOODS, CARRYING ONE HUNDRED CENTS IN THE DOLLAR OF VALUE, AND THAT'S WHAT WE HAVE GIVEN AND INTEND TO CONTINUE SUPPLYING.

STOCK GLOVERS-CRAFT LINES

Workingmen's Heavy Leather Gloves and Mitts, made from Muleskin, Horsehide, Pigskin, Elkskin, Chromesheep.

Ladies', Gentlemen's and Children's fine Gloves and Mitts, made from Mochas, Kids, Napas, Capes, Peccaries, Deerskins, Buckskins, etc.

Moccasins, made from Jackbucks, Elkskins, Horsehides, etc.

Slippers in various Fancy Leathers and Specialties.

You will then have Quality Goods at the same price as you have to pay for inferior lines. What's no less, you get real service. Every order, small or large, is shipped on time, complete. Goods same as samples.

To try Glovers-Craft Lines once, is to adopt them forever. That's how good.

Because these goods are manufactured under the personal supervision of Canadian experts, having upwards of 20 years' practical experience.

If our Salesmen, now on the road, do not get to you soon enough, call, wire, phone or write us.

GLOVERS-CRAFT LIMITED

P.O. BOX 1026 SAVOIE LANE, MONTREAL

This is the home of the Tutt Clothing Company, "makers of fine clothes," and specialists in Dress Wear.

A new building, housing a new organization, for the creation of the best in clothing for men.

Our representatives are out with a special message for you concerning quality and exclusiveness in Tutt Ready - tailored and Tailored - to - measure Garments.

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

21 Dundas Street East
Toronto, Ontario

OTTAWA
111 Sparks St.

QUEBEC
Merger Bldg.

VISIBLE VALUE
Brings Big Business

HAILEYBURY
Matabanick Hotel

TORONTO
123 Bay Street

Value above all things is what the public are looking for. Get the utmost in value in what you buy and pass it along to your customers.

Racine Values Are Visible

That is why they are particularly profitable in these days of careful buying.

SUDBURY
Nickle Range Hotel

SYDNEY, N.S.
269 Charlotte Street

See Our Profit Producers Before Making Your Spring Purchases

"Racine" Working Shirts
"Hero" Fine Shirts
"Strand" (Chemise de Luxe) Shirts
"Life-Saver" Overalls
"Samson" Pants
"Record" Sox

Underwear, Sweaters, Collars, Cravats, Suspenders, Pyjamas, Umbrellas, Belts, Etc.

SHERBROOKE
4 London St.

THREE RIVERS
Main Street

Alphonse Racine Limited

60-98 ST. PAUL STREET WEST, MONTREAL
Manufacturers and Wholesale Distributors of Dry Goods
FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

RIVIERE DU LOUP
Hotel Anctil

CHARLOTTETOWN, P.E.I.
Queen and Sydney Sts.

Ready-made Clothing for Men and Boys

Made-to-Measure Clothing

Our Spring and Summer Outfit for specials is the best we have ever offered to the trade.

Our prices are based upon replacement values of to-day.

Our range is complete in every respect.

The best hand tailoring, which goes with every garment, combined with the use of the finest fabrics, assures the merchant handling our line, merchandise that will please his customers in regard to workmanship and reliability.

Our prices are as low as good clothes can be sold for.

Write to-day for our special Made-to-Measure proposition.

Small investment, big profits.

WE CARRY THE STOCK.

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

No. 1515

No. 1560

No. 1585

Many More NEW Designs in HICKOK Buckles

There are many surprising new HICKOK designs in store for HICKOK dealers this season.

HICKOK Buckles are always appropriate. They never go "out of style"—because every HICKOK design is good and correct, and therefore lasts. The wearer never tires of HICKOK Belts and Buckles. But each season we add a new lot of designs to the HICKOK Line—and each new lot is invariably better than the last.

This season we have added a number of unusually distinctive patterns—patterns that will be style leaders in belts and buckles. There will be a big demand for the new HICKOK patterns. Be prepared to meet it. Be sure to see our salesmen's samples and order early. Popular prices—to retail at 50 cents and up.

Our salesmen are now showing the latest HICKOK Belts and Buckles

WRITE for the new HICKOK Spring Catalogue

HICKOK Belts & Buckles

The Largest Factory in the World Manufacturing Belts and Buckles

The HICKOK MFG. CO., Ltd., *33 Richmond St. West, Toronto, Ont.*

ROCHESTER, N. Y., U. S. A.

ACME
TRADE MARK

SPRING SORTING

Easter is early this year, making it desirable to sort up at once. We can assure you of prompt deliveries and unusually satisfactory prices.

FALL PLACING

Acme salesmen are now booking orders for Fall. Our line is one of the finest we have shown—and prices —well, they are such that you will not hesitate to buy!

By Way of Suggestion:

Men's Unlined Domestic Cape Gloves, from $13.50 doz.
Men's Unlined Domestic Mocha Gloves, from $12.00 "
Men's Work Shirts, from - - - - - $ 9.00 "
Men's Fine Shirts, from - - - - - $14.50 "

ACME GLOVE WORKS
LIMITED

Montreal

MILNE'S NECKWEAR NEWS

BIG VALUES *RIGHT PRICES*

The narrow-cut tie is undoubtedly the popular tie for the coming Spring season.

Its popularity is assured—it is neat in appearance; practical in design; will hold its shape; and what is perhaps more important to the trade, IT IS NEW.

The Milne narrow-cut tie is made only of the finest of materials and in a wide diversity of patterns, colors and color combinations. Its cost, too, will permit of its popular pricing.

THIS IS, OBVIOUSLY, THE BIG SELLER

It is necessary to place orders immediately to insure a before-Easter delivery.

WILLIAM MILNE

The Newest in Neckwear

129-39 Spadina Ave. :: :: Toronto

MONARCH-KNIT

SWEATERS

HOSIERY

YARNS

Monarch-Knit

Sweaters, Jerseys, Etc.

For Men and Boys

OUR range for Fall, 1921, fully maintains the leadership long since established by Monarch-Knit.

In this range you will see the kind of styles that appeal to real boys and manly men.

Our designers possess the ability to evolve styles that are smart without being freakish or effeminate—and the sturdy quality of each number in the range is backed by the Monarch-Knit guarantee.

A Very Popular Coat

This coat is one of the most popular in Canada because of its smart appearance and solid comfort. The outside is windproof and showerproof, while the inside is incomparably soft and warm.

The Monarch Knitting Company, Limited

Head Office: DUNNVILLE, ONT.

Factories at: Dunnville, St. Thomas and St. Catharines, Ont., and Buffalo, N.Y.

MONARCH-KNIT
THE MONARCH KNITTING COMPANY, LIMITED

MONARCH-KNIT

What's Best in Hosiery?

The Answer is: See the range of

Monarch-Knit

For Fall 1921

A SPLENDID range of silk and mercerized hosiery, in all the popular colors, for men and women.

Double-soles, high spliced heels, shapely ankles, fashionable mock seam and fashioning, and elastic ribbed tops, all combine to give the fit, finish and wearing qualities demanded by your particular customers.

Place Your Order Now

We have a splendid assortment of goods in stock. On all sorting orders, therefore, we are able to give immediate delivery. Anticipate your requirements now.

MONARCH-KNIT
THE MONARCH KNITTING COMPANY, LIMITED

SWEATERS

HOSIERY

The Monarch Knitting Co., Limited

Head Office: DUNNVILLE, ONT.

Factories at: Dunnville, St. Thomas and St. Catharines, Ont., and Buffalo, N.Y.

YARNS

This Explains the Price Situation

THE selling price of KANTKRACK collars has increased only 62½ per cent. since 1914. During that period raw materials increased over 200 per cent. and labor 100 per cent.

In some lines of merchandise lower prices are possible at the present time on account of decreases in cost of raw materials. The materials used in the manufacture of KANTKRACK collars *have not lowered in price, and,* as a matter of fact, *raw materials have increased 15 per cent. in the past six months,* while other commodities have been declining.

KANT KRACK TRADE MARK REGISTERED
Composition COLLARS

The old saying is "What goes up must come down." This appears to be true of prices, although the descent of prices will be governed by the height of the ascent. Prices that climbed to dizzy heights are experiencing a big drop. Just how close to pre-war levels they will reach is a matter of conjecture. Other prices that advanced moderately cannot drop as fast or as far as the high-fliers.

It naturally follows, then, that the price of KANTKRACK collars cannot come down very far, because they did not go up very far. And until some lowering of cost occurs in raw materials, no decrease is justified. Just as soon, however, as any decrease in cost occurs (none is in sight yet), it will be passed on to our customers.

In the meantime, we advise our dealers to carry well-assorted stocks of KANTKRACK collars, which can be delivered quickly from our distributing branches, located from coast to coast.

Quick service and one price to every customer are features that appeal to the dealer, while the exclusive patented features of KANTKRACK collars maintain a steady demand from consumers.

"What's the use of stocking cheaper collars when KANTKRACK is what they want?"

One Grade Only, and That the Best

Made in Canada

The Parsons & Parsons Canadian Co.
HAMILTON, CANADA

ESTABLISHED IN U.S.A. 1879 ESTABLISHED IN CANADA 190

To-day, as perhaps never before, men realize that there is sound economy in buying good clothes.

Samples—
See Them

Every one a "SPECIAL" in every sense of the word.

Never before have we been in a position to show to the trade such a wide range of really worthwhile fabrics. Every piece has, either in the weave or in the pattern, some outstanding characteristic that stamps it for exclusiveness and undoubted value.

Wm. H. Leishman & Co. Limited

MAKERS OF
THE BEST TAILORED GARMENTS FOR MEN

Wm. H. Leishman & Co.
Limited

68 Temperance St.
Toronto

The Leishman Special Measure System of tailoring gives satisfaction both to the agent and his customer. A pleasant income is easily earned by supplying an increasing demand with clothing of superior merit.

If you have no agency in your neighborhood perhaps we can arrange one with you. No investment is required.

Real Caps for Real Boys

Caps of that sturdy build that is really boy-proof. The strongly sewn seams, the heavy linings, the unbreakable visors, the long-wearing fabrics, argue well for the long life of these caps.

Carefully tailored along newer style lines in fetching colors and color combinations, these caps are very attractive on display.

Our entire new stock of cloth hats and caps for men and boys shows particularly good workmanship and an aptitude in style selection. Here is real value, for

Prices Are Greatly Reduced

PALTER CAP CO., LIMITED
SIXTH FLOOR, 122-128 WELLINGTON ST. WEST
TORONTO, ONTARIO

Prosperity Shirts

There is a surprisingly large number of men in your neighborhood who can not get real satisfaction out of a stock shirt.

These, and many others who like exclusiveness, will welcome the addition of a special order counter to your shirt department.

We can still arrange a few agencies. Write for samples.

Silks, Percales, Flannels, Madras, Zephyrs and many other fabrics, new and old, are carefully selected for Prosperity Shirts.

These are well-tailored shirts, with a careful eye to the smaller details, assuring the utmost in wear and comfort. The sleeve lengths are right.

In spite of the high standard of Prosperity Shirts we have found it possible to greatly reduce our prices.

Prosperity Shirt Company

12 Queen St. East, Toronto

RB ★-2.50 -0001
SA Rc 12.00 -0002
RE ★-0.75 -0003
RA ★-1.25 -0004
SE Ch-7.45 -0005
RD ★-0.33 -0006
RD ★-4.25 -0007

RA Pd-0.50 -0008
RD ★-0.89 -0009
RB ★-0.15 -0010
RE ★-5.35 -0011

SA Ch-4.50 -0012
-D NS-0.00 -0013
RB ★-2.23 -0014
SD Ch-3.75 -0015
RA ★-4.08 -0016
RE ★-0.75 -0017
RD ★-1.00 -0018
SE Ch-1.25 -0019
RB ★-5.75 -0020
RD ★-0.47 -0021
RA ★-1.25 -0022

The history of the day's business

Every time a sale is recorded on an up-to-date National Cash Register, a complete record of the sale is printed on a strip of paper inside of the register.

This strip of paper is called the detail-strip.

It shows how much business is done during certain hours, or during the merchant's absence.

It cannot be removed or changed without the merchant's knowledge.

It prevents the cash drawer being opened without a permanent record being made.

At the end of the day, the merchant takes the detail-strip out of the register and files it away.

It gives him a permanent, unchangeable history of each day's business.

The detail-strip is only one of the many features which make up-to-date National Cash Registers a business necessity.

This is a section of the detail-strip. For each transaction it shows (1) whether a receipt or slip was issued, (2) the initial of the clerk, (3) the kind of transaction, (4) the amount, and (5) the number.

Let our representative show you how it will help you make more money.

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED

So Big a Single Step Has Perhaps Never Before Been Taken in the Process of Cap-evolution

PATENTED 1920

The Fit-U creation is the cap-innovation of the season and is being enthusiastically acclaimed by dealers everywhere. The Fit-U cap will fit any normal head from 6⅝ to 7⅜ in size and without any sacrifice of its good style.

Still maintaining our high standard of manufacture we are now accepting orders for Fall delivery at greatly reduced prices.

TIP TOP CAP CO. (Greene Swift, Limited) **London, Ont.**

We Are Willing to Take Our Medicine

All Our Raincoats in Stock at

50 CENTS ON THE DOLLAR

SEND FOR SAMPLES

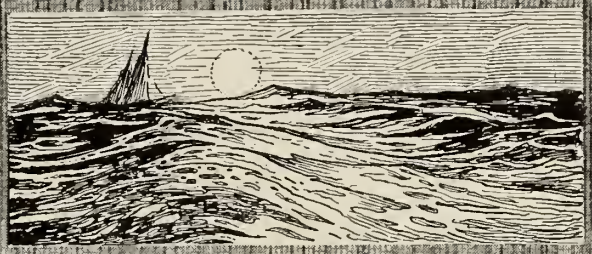
This is a Genuine Offer for the Months of February and March

Victoria Rubber Company

Manufacturers of Waterproof Clothing

GENUINE LEATHER COATS OUR SPECIALTY

437 St. Paul Street W., Montreal



Popular and Profitable

IN Atlantic Underwear the most discriminating purchaser will find a garment that fits snugly.

The soft warm wool yarn with which Atlantic Underwear is knitted guarantees a suit that is free from irritation, a suit that is absolutely comfortable. With an Atlantic a man can warmly breast the wintriest weather.

Atlantic Underwear pleases both the retailer and the consumer. The fit, the quality and the price of Atlantic assure satisfaction to the consumer. Their popularity assures quick sales to the retailer.

Sold in a large range of different weights and qualities.

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears 30

ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

CLUETT, PEABODY & CO. OF CANADA, LIMITED, MONTREAL

MEN'S WEAR REVIEW

Issued on the first of each month

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Vol. XI. FEBRUARY, 1921 No. 2

A National Duty

ASIDE altogether from the immediate benefit to be derived from a quick disposal of high-priced merchandise to make way for similar goods at replacement values, and from a rapid turnover of lines that will yield a fair margin of profit, the clothier and haberdasher can serve a national purpose in ridding his shelves of as much merchandise as possible. Merchants who are not making the necessary sacrifices having in mind replacement values are not alive to their own interests, but we believe there are not many of this class left in Canada. Profits are being largely thrown to the winds these days in the retail clothing stores. The indications are that there has been a ready response on the part of the public to the price-cutting sales of December, but more particularly January, showing that lower prices have been looked for and, when they have arrived, have been taken advantage of quickly and quite freely. Merchants who have not fallen in line should do so, for, in so doing, they not only are helping themselves but they are helping Canada, they are serving a national purpose and performing a national duty.

John S. Capper, of Chicago, has summed up the situation very well when he said: "We realize that it has become not a question of whether merchandise sells at a profit or at a loss. The profit of the individual is of small moment when the welfare of the multitude is involved. The clearing of shelves has become a public duty—shall I say a patriotic duty?—so that future purchasing may be done to the end that the industries of America may not become stagnant. And so we come to the waste that is greatest of all, the waste of time. It is one of the assets of the country, greater in value than anything else."

There is a world of truth in what Mr. Capper says. Merchants know that profits have to be sacrificed, the sooner the better. The sooner their shelves are bare, the sooner will they buy again. And the sooner they buy, the sooner will the wheels of industry turn once more and unemployment come to an end. In the light of such logic, emptying the shelves of goods becomes a national and a patriotic duty.

The Annual Statement

THIS is the time of the year when every merchant is examining the hard, cold figures that stare at him from his annual statement. "Figures don't lie" is an old adage, and yet figures do not tell all the truth. The old adage is correct but it is not complete. These figures that look at you tell of balances, profits, losses, expenses. But there is nothing there of the story of the business, its shortcomings and successes, its improvements, its policies that have either succeeded and justified themselves, or failed and must be cast to the four winds. These figures do not speak of the regard in which the head of the firm is held by the members of his sales staff; they tell of turnover but tell little of the attitude of the customer toward the store and its varied services.

In other words, little of the human interest that attaches to business is revealed in the annual statement. If inferior goods have been substituted for old reliable wares and momentary profits increased thereby, this annual balance is silent on the point, though the dissatisfaction of customers may not be so silent. If you have backed up every bit of advertising you have done with honest-to-goodness merchandise, the balance sheet does not convey to you that inner consciousness that Burns expressed in his historical phrase: "An honest man's the noblest work of God," but satisfied customers who still follow the beaten path to your doors are a more eloquent tribute to your store policy than cold figures would indicate. Between the rows of figures that confront you there is much of human interest that is worth more than a mere retrospective glance.

Rain and Rainbows

THERE are many men who are just as short-sighted when it rains as when the sun is shining. To look at their faces, one would think they had come to the conclusion that it was never going to stop raining. They forget that the sun still shines behind the clouds, and that with every one rain there are thousands of rainbows if they will but look for them. Similarly, when the sun shines brightly there are men who forget that it is going to rain some day and that they will need temporary protection from the storm.

Such, as a matter of fact, is business. We had the bright, sunshiny days, and it began to look as if they would never come to an end. But suddenly a dark cloud appeared in the sky, it became more and more menacing until it finally broke and the storm was upon us. Then, many men were forced to the

conclusion that they had not provided a temporary shelter against the storm and they were painfully caught. They had put their profits in unrealizable things such as automobiles, expensive houses and useless luxuries. The banker began to squeeze a bit and he was called all sorts of names; and it was forgotten that he had given a warning months ago that the inevitable break must come and that merchants must be prepared.

And now the storm is upon us, though we hope we are just emerging from it. After all, there has been much to be thankful for during the storm. There has been no panic, and the depression has not been so great as it was seven or fourteen years ago. Not many men have been forced to the wall, and it does not look as if many men were going to be forced to the wall. Profits had to be sacrificed, adjustments had to be made; but who was there who did not know that this period had to come? In fact, the period has been a very short one, comparatively; and the losses are not irretrievable.

There are scores of rainbows in the storm if we will but look for them. Even a storm can't last forever: the end has got to come, and it is usually followed by sunshine.

ON TO OTTAWA

ON February 21st and 22nd the clothing section of the Retail Merchants' Association of Canada, Ontario branch, will meet at Ottawa. One of the most pertinent matters that will come up for discussion will be the form of taxation to follow the abolition of the Luxury Tax. It is the common belief amongst business men the government will introduce some new form of taxation to take its place in order that sufficient revenue may be obtained to discharge Canada's war debt. The occasion of the convention will be an excellent one in which to make a show of force and opinion to the government with regard to this matter. When the Luxury Tax was brought down there a howl of protest from every section of the country, and the clothing men contributed their share to the noise. That was their right. Now, however, there is a fair warning that something new will be introduced in the way of taxation. Sir Henry Drayton has invited the retail merchants to come before him with a concrete proposition. Here is a chance for the clothing men to contribute their share toward constructive legislation. They will, doubtless, be asked to endorse the resolution of the Dominion Board which objects to any form of taxation that interferes with the merchandising of his goods; in other words, he wants a tax that is absorbed at the point of importation or manufacture. What the merchant is saying in effect is that he wants the taxation passed along to him in the cost of the goods quoted.

The clothing section might well go to Sir Henry while in Ottawa and tell him what they favor with regard to taxation. If each individual clothing or haberdashery man does not do his part by going to Ottawa, he should not kick if another form of taxation is brought down harmful to his interests. He will have done nothing to place his view on record.

THE IMPROVING SITUATION

As we go to press there are indications of an improvement in the general situation of business. Several of the very large industries in Canada and the United States have reopened their doors, thereby helping materially to relieve the unemployment situation. In cities like Toronto, Montreal, Winnipeg and Vancouver, there are signs of a return to more normal industrial conditions. Unemployment not only keeps the unemployed out of the market, but it has a marked tendency to tighten the purse strings all round. With the partial relief of this situation, a reflection in business circles is already apparent. Prominent men in industrial and commercial circles are confident of good times in the not far distant future.

BRIEF EDITORIAL COMMENT

THAT WAS a nice winter we had on January 17th and 18th. Come again.

* * *

FALL STYLES are said to be conservative. When will we refer to styles as being more U.F.O.-ish?

* * *

NOW THAT the January sales are over, let us get down to business in the regular way. It will bring results.

* * *

SIR HENRY DRAYTON has asked the retail merchants of Canada to help adjust the trade balance between this country and the United States by buying more Canadian-made goods. If the Canadian manufacturer will produce the goods and tell the retailer about them, we are convinced the retailer will do his share.

Editor's note—Throughout this issue frequent reference is made to the forthcoming Ottawa convention. The matter was all set up in type when the executive made the decision to change the place of the convention from Ottawa to Toronto, and it was impossible to make changes all through the issue in accordance with this decision. Readers of Men's Wear Review will understand, therefore, that where reference is made to Ottawa, it should now be understood to read "Toronto."

Turnover Depends on Salesmanship; Increasing Efficiency of Staff Through Department Managers

New Plan Is To Increase Turnover by Careful Buying of Department Heads — Managers Must Pay Interest on Over-stock—A Time to Encourage Salesmanship, Not to Decrease Morale by Cutting Wages

TO recognize that a greater effort will have to be made to effect sales and to increase turnover during the coming months is one thing; to lay plans to effect this purpose is quite another. Surely it is not a time for an indiscriminate cutting of wages. To do such a thing would be to decrease, almost to annihilate, the morale of the sales' force at a time when, above all other things, morale is needed if the heights are to be scaled. "The black-coated gentry," as sales' people and salaried people generally are called, have never been notoriously over-paid, to put it mildly. And when the success or failure of business enterprise during the next eight or ten months, at least, primarily depends upon the work done by the sales' staff, it would manifestly be unwise to start them on the road with a thinner weekly envelope. It may be a time for weeding out the inefficient; it is assuredly not a time for decreasing the reward of the efficient. It is, perhaps, the best time imaginable to encourage the efficiency of the sales' staff so that the volume of business may be kept well up or even increased. Turnover depends altogether upon the volume of sales, and the volume of sales depends very largely upon the efficiency of the sales' staff. Therefore, the thing that maintains or even increases the volume of turnover is the thing that should receive the careful attention of every merchant. And that "thing" is your sales' staff.

In discussing this question with the proprietor of a large departmentized clothing and furnishing store recently Men's Wear Review learned of the plan he is inaugurating this year to increase the volume of sales in his store, through the department managers; and also to make these managers more efficient as managers of the several departments. These managers are to be given a liberal bonus on the sales in their departments, so that the greater the volume of sales the greater is their bonus at the end of the year or the half-year, or the month, as the case may be. The merchandise manager of the whole store is also given a commission on the rate of turnover in the whole store, so it is to his interest to keep constantly in touch with the department managers to see that their turnover is according to schedule.

For, as a matter of fact, it is a schedule. A definite objective has been fixed for each department as to the rate of turnover, an objective that looks not only to past records but to future bigger records in the history of the store.

Turnover is regulated, however, by purchases; and as much depends upon the careful buying of the department manager as upon the purchases of the individual customer for the rate of turnover. It is just at this point that the proprietor of this store is going to encourage the efficiency of his department managers by a scheme that may, at first glance, look negative but which is really positive in character. The better buyer the department manager is, the faster will be his rate of turnover; and the faster his rate of turnover, the larger will be his commission cheque which is given at stated periods. Conversely, if the buying is poor, if bad selections are made, if too much stock is purchased, the rate of turnover decreases. Above all things, this is to be avoided.

This proprietor wants his department managers to be good buyers; if they are good buyers their commission cheques offer a sufficient reward. If they are not good buyers, their commission cheques are smaller and their stocks are, necessarily, too heavy. If they overload their department with, say, $5,000 too much stock, they must pay to the firm bank interest on that amount which would probably mean $150 a year.

And, after all, isn't that making the department manager almost a co-partner? It is placing his services and ability on the same plane with the proprietor himself. If the volume of business done in the store increases in the calendar year, the store dividends reflect the result. The same holds good with the department manager. If the volume decreases because of the lack of aggressive methods, if the stock at the end of the year is ten, fifteen or twenty per cent. heavier than it should be, the firm has to bear the expense of carrying it or of disposing of it at a loss. The same holds good with the department manager. He is now the manager, almost the proprietor of that department, in a position to benefit himself according to the ability of his managerial powers and the keenness of his buying policy.

The new feature of this policy is the check which it places on buying and the impetus it gives to more careful buying. The simple commission plan, of course, acted as an encouragement to turnover to the department manager. The merchandise manager of the whole store was likewise encouraged on the commission basis. But the straight commission plan placed no check upon over-buying. Its weakness, therefore, was that it did not encourage greater care in buying with a view to increasing turnover by such careful buying.

The head of this firm is hopeful that this plan will make better department managers of the men he has placed in charge, that through them a better sales' staff may be developed, that the department turnovers may be increased to the benefit of both the department managers and the firm itself, and that every one will be better satisfied all round.

The Clothiers' Convention

On account of the prevalence of smallpox in the City of Ottawa, it has been deemed advisable by the executive of the Clothing Branch of the Retail Merchants' Association of Ontario to change the place of the Convention which was to have been held at the Chateau Laurier on February 21st and 22nd, to the King Edward Hotel in Toronto. The dates of the convention, however, remain unchanged.

This step has been taken very reluctantly by the Ottawa members of the Executive who were sincerely anxious that the clothiers meet at the Capital and who, moreover, had gone to a great deal of trouble to make the occasion one long to be remembered by the delegates who had decided to attend the convention. In the interests of the convention and of the trade, however, they decided that it would be better to change the place, and they urge upon all the men of the trade to make a point of going to Toronto on the 21st and 22nd of the month.

Notes From the Capital

Ottawa, Ont.—The army of war-time prices has been absolutely annihilated by Ottawa clothiers, who unanimously agreed to place General New-Price Values in sole control of the local front. That the population of the city have been delighted in the change of command goes without saying, the desire to buy being immediately evident and sales improved almost overnight. Price reductions have been most generous and all kinds of men's clothing and furnishings have been affected. Overcoats, suits, shirts, hats and ties have been cut in two as far as the former values were concerned and already clothiers are more than convinced that 1921 will be good and prosperous for them.

The day of the high priced fur coat seems passed and the fine values offered the men of Ottawa, by local furriers, leave no cause for complaint or argument why every lover of a fur coat should be without.

The R. J. Devlin Company, Limited, Sparks street, have been giving extraordinary values during their men's fur sale in January. Hair beaver coats, made from Northern Quebec beaver, specially useful for driving or motoring with a guarantee of almost endless wear were cut from $880 to $395. Coonskin coats, silver grey, best quality, the real Devlin pride, worth up to $675, now $275 and $325. Muskrat lined coats with roll and notch collars of prime Labrador otter, plucked otter or Persian lamb were reduced from $400 to $225, with mink lined coats, wombat coats and goatskin coats reduced in like manner.

Nolan's, 122 Rideau street, offer men's racoon coats from $165 to $250.

M. J. Isaacs, Limited, Sparks street, sells any fur coat half price, these being a fair sample of the offerings in fur goods here.

George Preston & Sons, Rideau street, received a visit from gentlemen at present unknown, who called during the night and opened the safe, only to find that the valuables had been removed by Mr. Preston before he left the store. The thieves were evidently disturbed as the door was wide open and appearances pointed to a hurried exit when Mr. Preston arrived at eight o'clock the next morning, in response to a call over the phone.

McGiffin's toggery shop, men's furnishers, Rideau street, are selling out at generous reductions, as the lease expires at an early date.

If you want a successful straw hat sale, try one in February. E. R. Fisher, selling out the stock of Blair's, Ltd., Sparks street, staged such a sale to be quickly swamped with buyers with such heavy selling that he estimated twice the stock could have easily been disposed of. The cost to the public was just one dollar per hat, but the cash came fast, so that everybody was satisfied, and "$12 Panama hats at $2" was the second venture, which proved just as attractive as the first one.

The Premier Hat Stores, Limited, (2 stores) offer hats at half-price.

"Note the wonder-working virtues of the mystic 99," was the big idea in the Saturday advertising for A. J. Freiman, men's wear, Rideau street, when the values offered for 99c included every pair of mitts and gloves in the house, silk ties, knitted ties, cashmere hose and work shirts.

Successful Business Venture in Cornwall

George H. Wassman Started Up in August Last Year and Is Going Strong—Takes Particular Pains to See That His Customers Are Well Satisfied — Policies Adopted by Store Management

ONE of the new successful business ventures of eastern Ontario is that of George H. Wassman, of Cornwall, who keeps the men's wear shop, and specializes on men's and boys' outfitting. Perhaps Mr. Wassman's great faith in Cornwall is largely responsible for any measure of success that has attended him since he opened up business there on August 28th of last year. Next to the confidence which a man should have in himself and the merchandise which he sells is the confidence he has in the town where he does business. When merchants generally organize their confidence in their home-town and work together to convince the people living in their town that they can do just as well at home as out of town, merchandising will be made easier and more profitable.

Interior view of 'Geo. H. Wassman's Store in Cornwall, Ontario.

Starting on a Boom

"This town is starting on a boom," said Mr. Wassman to Men's Wear Review, "as practically all manufacturing firms have enlarged their plants and two of them are spending millions. Several new ones have just started up and we have fine prospects of a big increase of new industries. We have every facility which manufacturing firms require, unlimited power supply, three railways, plenty of water, and on the main line of the Grand Trunk. We feel that the future of Cornwall has no equal. Factories are busy and are looking forward to good business when spring orders come in."

Opened up August, 1920

"We opened shop on August 28th, 1920," said Mr. Wassman, "and announced ourselves by sending out a nicely written letter, inviting the public into our shop and stating our policy. That policy made it clear to prospective customers that we would handle only the best quality of clothes at moderate prices, and with them our absolute guarantee of satisfaction with every garment or it would be replaced or money refunded. I made a strong point of doing this not in a grudging manner, but freely and gladly. An unsatisfied customer can do a great deal of harm by telling his friends that he got poor merchandise at such and such a store. The money or trouble involved in making the necessary alterations to a bad-fitting suit, or exchanging it is nothing compared to the bad advertising I might get if some of my customers were unsatisfied. I would rather lose a sale and keep my customer's confidence than sell him by misrepresentation or fake advertising.

Three Slogans Used

"We use three slogans in our store and advertising.

"It pays to shop at Wassman's.

"We sell as we advertise.

"The house of satisfaction.

"Shortly after opening up, we gave away several thousand paper aeroplanes to the boys of Cornwall and vicinity and sent out thousands of blotters, inviting the public to our shop."

Mr. Wassman's policy of exchanging goods or refunding money if not satisfactory suggests a scheme that has been tried and proven successful by a retailer in one of the southern states. With each suit or overcoat he sold, either to men or boys, he put a stamped letter addressed to himself, and requested the purchaser to mail it to him within a few days, telling him if the garment fitted properly or if he desired any alterations. He was convinced that a dissatisfied customer was an enemy of the store. If any alterations were necessary, he would pay all expenses in connection therewith, even to paying the man's railway fare to his city, if it were an out-of-town purchase. At first, customers did not pay much attention to the scheme but gradually they came to realize that it was a part of his store service, and that he really wanted every customer satisfied with the merchandise bought at his store. This scheme has been a good business-getter for this retailer and it might well be adopted by clothiers and furnishers in this country.

George H. Wassman began his life and clothing experience in Oxford county. After a year and a half with Grafton & Co., Ltd., of Woodstock, he was given charge of their furnishing department. From there he went to John White & Co., Ltd., of the same city, where he took charge of the clothing department. Following this he was shop manager for N. J. Fraid, of Cornwall, for three years, and then buyer and manager of the fur and hat department of the Two Macs in Ottawa for nine years. Mr. Wassman decided last year that it was time he went in business for himself.

Price Quotations and Their Effects on Business: Use of Comparative Figures May be Harmful

Values Are No Longer What They Were a Few Months Ago So Why Quote Them?—Manufacturers Are Discontinuing Use of Comparative Figures—It Only Further Unsettles the Public Mind.

JANUARY has passed. This is the month of the first half of the year when most merchants run their big sale. With conditions ordinary, most merchants by this time have passed the sale period until after mid-summer. Unusual conditions forced them to hold mid-seasonable sales before Christmas, and during these sales as well as during the January sales values that could not help but satisfy the most discerning buyer were given. Comparative prices were freely and effectively quoted in many quarters, having in view, of course, the values which obtained during the peak prices of the last two years.

IS IT NOT NOW TIME, IN THE INTERESTS OF BETTER BUSINESS, TO DISCONTUE THE USE OF COMPARATIVE FIGURES?

A New Basis of Values

Remember, we have now arrived at a new basis of values. The feeling is widespread that prices have reached the bottom or are so nearly there that it little matters. Every merchant knows, in fact, that some lines are below the bottom, are below the cost of production. That fact alone establishes a new basis of value. Your stock to-day is not worth what you paid for it in dollars and cents; it is worth what it can be replaced at from wholesalers and manufacturers who are selling either at replace value prices or even below. Therefore, is it not time to stop quoting old prices when, as a matter of fact, there are no old prices? The prices are now new prices, and to say that a suit is "worth $50, now $32.50" is no longer true. It probably is worth something between 15 and 25 per cent. less than $50 from a house that is not forced to liquidate and considerably less than this from a house that is.

Unsettling Effect of Such Quotations

The worst of these quotations of comparative figures which seek to represent values that no longer exist is that they are decidedly unsettling to the consumer mind. Mr. Merchant, work this problem out for yourself. How much merchandise have you bought since markets began to decline? As Sir Henry Drayton said at Brockville recently, "It is one of the strange contradictions of human nature that everybody buys on a rising market and nobody buys on a falling market till the bottom has actually dropped out of it." When a traveler came to you and said: "Here is a line that was such-and-such a price and is now so-and-so," What did you do? You said: "No, it will be lower still; I'll wait." And you waited. And we venture to say you are pretty well convinced by now that rock-bottom has been reached unless labor costs are cut to pieces, and nobody wants that.

The effect of these quotations was unsettling to your mind. Now, put yourself in the position of the consumer. If you persist in the use of comparative figures, the foremost of which does not really represent the present value of the goods you are advertising you are helping to further unsettle the mind of the consumer. You have said in your advertisement a score of times that rock-bottom has been reached. All right, leave it at that. Be consistent. If rock-bottom has been reached, then the value of your stock is not what it was four months ago; it has a new value. And if it has a new value why not start out doing business again on the old conservative lines when a decent profit is gained from your hard day's labor? Give values and quote values in the light of present day conditions.

Manufacturers Are Doing It

Many manufacturers with whom Men's Wear Review has talked are doing this. They started out the first of the year, after they had written off depreciation due to the drop in prices, by quoting one price. "This is our price," they said, and they did not mention what the price had been. What did it matter what the price had been? It was no longer of any concern what it had been, it was what it was. "What is the use of going to a man," said one manufacturer to Men's Wear Review, "and saying to him: 'Here is a line of $19.50 stuff that is now $11.50.' It only unsettles his mind and puts him in an attitude of mind when he says he will wait. If we persist in this policy we can keep on slaughtering stuff the year round and selling little."

Another manufacturer proved the very point referred to above when he said that a traveller had come in to him with a beautiful piece of serge for $3.50 a yard which he had on his own shelves at $5.75. He didn't buy it because it only made him dissatisfied with the stock he had on hand, knowing that he would have to mark it down, and also because it left him with a feeling that, if he waited, he could get it cheaper still. "What is the use of going to a retailer and offering him suits at $22.50 that he has on his shelves at $35?" continued this manufacturer. "It only helps to further upset conditions. When we have absolutely determined what the replacement value of our goods is we will quote them at that price and be done with it."

One other manufacturer adopted a slightly different system, though he did avoid the use of comparative figures. He told his customers that the goods he was offering were offered at prices which represented only the cost of production and did not include overhead at all, and that when things got back to normal he would sell them at a higher price because he couldn't do business without charging some overhead expense.

Use of Comparative Figures

There are many large firms being convinced that the use of comparative figures is really harmful to business and they are discontinuing their use. Whether or not that is so may be a debateable question. Assuredly, however, the time has come when the use of comparative figures, the former of which represents the values of high-peak days, should be discontinued. They are helping to keep people in that attitude of mind when they are looking for still lower prices. Now that the January sales are over, it seems a good time to discontinue them.

Above is a new Spring cap being shown by Boston Cap Co. of Montreal. It is three-quarter lined. Note the fancy perforated sweat absorber which is a new feature of the cap.

Many Keen Merchandising Men Favor Smaller Profit Margin For Spring

Think That Business Should be Stimulated This Way Rather Than by Continuance of Sales—Response of the Public Will Have Bearing on Question—A Shaking Up.

WITH the approach of Spring, two questions of importance loom upon the horizon of Spring merchandising—the mark-up and the policy with regard to sales. A year ago unusual conditions began to be apparent in the trade. For the first three months business continued on the high level which characterized the entire year of 1919. Spring business opened poorly and with unseasonable weather and the luxury tax it became apparent that Spring merchandise was to be more or less of a stone about the neck of the retailer. As time progressed it also became evident that the public had pulled in its purse strings, that a wave of economy, or a buying strike, or something had hit the public, which kept them out of the market. Before Spring was over sales in mid-season were put on, and they have been continued ever since, both in season and out of season.

A Shaking Up

It has been a distressful year in which there has been a good deal of shaking up all round. Heavy losses have been sustained by manufacturer, wholesaler and retailer alike. Firms that did not make any sort of provision for the rainy day have passed through hard periods. On the whole, however, we have passed through the rapid decline very successfully. There have been comparatively few failures, few financial embarrassments. The feeling is now very widespread that we are down to rock-bottom with regard to prices and values. The shaking-up process has been shorter and sharper than was expected, but most men are glad it is over with. Retailers who are wise have written off their losses during the inventory or are doing so during the early part of February. Men's Wear Review has talked with retailers who have said that they have marked off from between fifteen and twenty per cent.

Must Still Be Stimulated

Now the question, What of the Spring mark-up? Keen merchandising men with whom Men's Wear Review has talked liken the conditions at present to a convalescing patient. Business has been sick. Now it is recovering, slowly but surely. There is no pronounced or radical change in the condition of the patient from day to day; but from week to week the improvement is there without doubt. Retail business, stimulated by January sales, was very good; but the stimulation was needful. And now that the patient is convalescent, can the stimulation be dropped entirely?

Keen merchandising men say, No. There must still be stimulation. The more conservative men hope that the retail clothier and haberdasher will get away from sales and the use of comparative figures. They have a conviction that the public is sick of sales and that this is not the kind of stimulant the public wants during its recovery. One man suggested that the matter should be taken up at the forthcoming convention and that a definite policy should be outlined and adhered to by the members of the association, and his own view was against the continuance of sales.

The Spring Mark-Up

One form of stimulation suggested is that the Spring mark-up will be closer than formerly. "I have made up my mind to do business on a narrower margin," said one. "The public is in search of medium-priced merchandise and if we are to give it to them we must do business with less profit. If sales continue during the year, it will place many merchants in an unenviable position. I think we should get away from sales and the use of comparative figures as soon as Spring trade opens up."

"I think there will be a closer mark-up," said the manager of one of a chain of progressive stores. "A closer mark-up ought to help the rate of turnover, and this is what we will all have to aim at till times are more normal than they are now."

Opinions do not all agree with regard to this point. One exceptionally keen business man stated to Men's Wear Review that he did not see how the mark-up could be any less than it was and guarantee safe sailing. "I think we will have to see that the very best service is given from the sales staff and that the quality of our merchandise is all that we represent it to be." This view was somewhat substantiated by another conservative merchant who said that people were looking for regular stuff and that they were sick of sales and so-called sales bargains. "They are coming into my store asking for regular merchandising and preferring it even to the special lines we are offering at sales prices."

With Regard to Sales

Firms that have a sales policy in the merchandising of their stocks will, doubtless, continue this policy regardless of what the more conservative elements do. Certainly, there is the pronounced feeling amongst many retailers now that sales should be discontinued by the end of January or the middle of February and that

(Continued on page 44)

Provincial Board Will Seek New Legislation

The Provincial Board of the R.M.A. will seek new legislation at the forthcoming session of the Legislature, asking for an amendment to the Division Court Act. A resolution endorsing the proposed action of the Provincial Board was passed at the Eastern Ontario and Ottawa District convention in Brockville.

The Provincial Board aims at a cheaper and fairer way of collecting small debts than is at present possible under the Division Court Act. The legislation which is to be sought will apply to the case of a man who may have contracted a number of small debts and who is unable to pay them all at once either through sickness, unemployment, or some other unavoidable cause. What is desired is that the creditors place all their accounts together and agree to accept a pro rata amount weekly or monthly until these small debts are discharged.

Delegates who spoke to the resolution pointed out that is was undesirable from the standpoint of the debtor or his employer that garnishee be proceeded with in many cases. Once a debtor gave evidence that he wanted to pay his debts, but was prevented through just cause from doing so all at once, he should not be persecuted, neither should his employer be given the unfavorable impression of the man that usually accompanies a garnishee. There were cases where merchants had told a man that they would carry him till he got work again, or till reasons which made it impossible for him to pay his bill immediately were removed. Such a man should be given a decent chance before being brought into court.

Four Cardinal Points of Advertising

Select Copy as You Select Your Clothes—Advertising Expresses Personality — Use of White Space Attracts Favorable Attention—Always Have an Idea in Mind.

By ERIC W. GIBBERD

NEWSPAPER advertisements express personality—by their wording, type faces and general treatment. Perhaps quite as important as what you say is the way you say it—the suggestion your advertisement gives to the casual reader—the taste, as it were, that it leaves in the reader's mouth. Don't overlook for one moment the fact that there are hundreds of these casual readers.

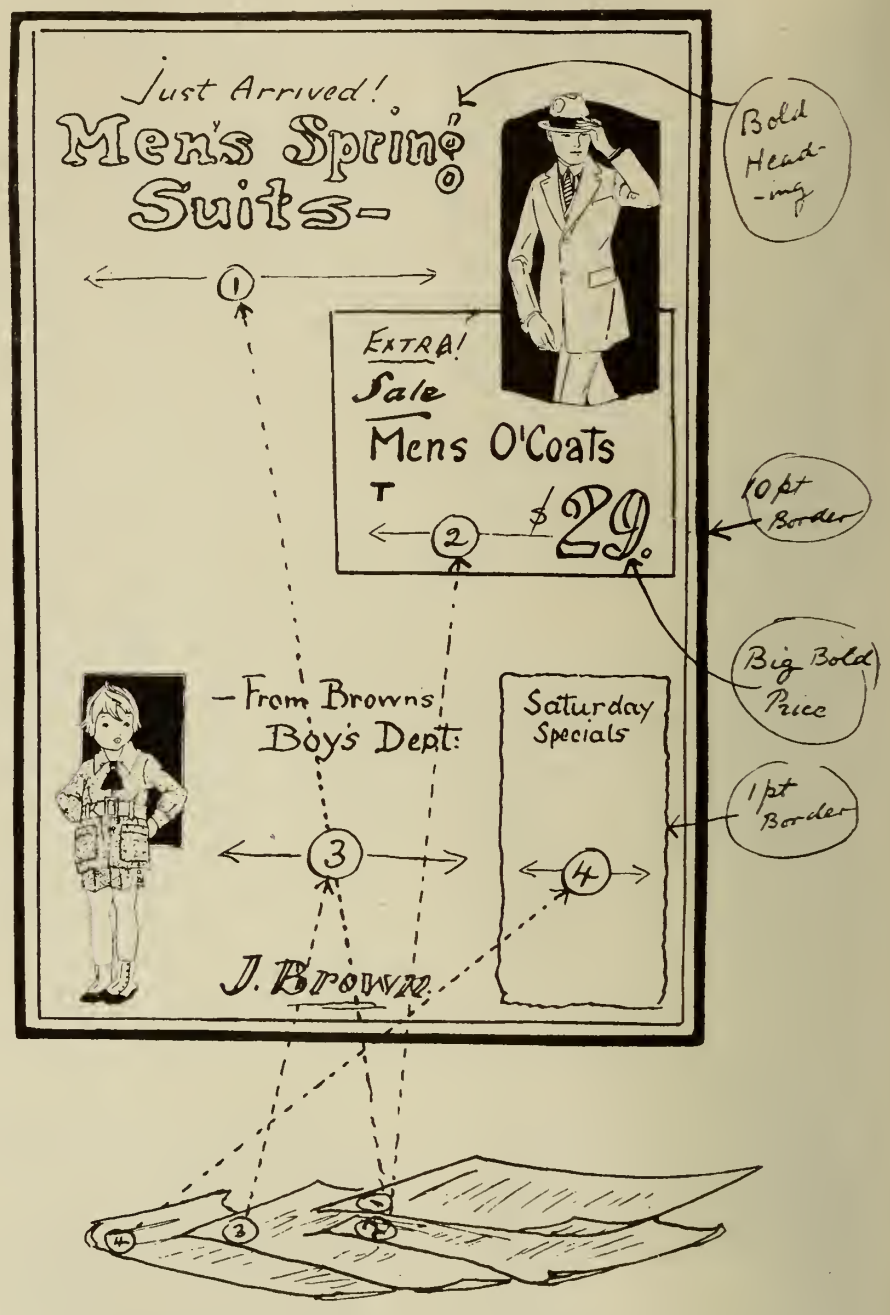
The functions of the advertisement can be divided into several distinct phases:—Its appearance must attract attention.—Its copy and "story" must get and maintain the reader's interest. —Its argument must create desire of ownership.—And either its price or timeliness must stimulate action.

Headings—Complete Thoughts

Concentrating much in a few words, crystallizing the message of your advertisement into a few well chosen, attention-compelling words, is the secret of successful headings. You cannot come to the point too soon in the average advertisement. Cultivate directness. Avoid verbiage.

Often has it been said that the copy should be selected as you would select your own clothes. Glance through any of the big metropolitan newspapers—page after page of advertising, all different, from all sorts and types of business endeavors, each in its way expressing the character of the men behind the guns. This veritable exhibition of advertising ranges from the heavy, loud, black face advertisement of the bargain store to the light face, artistic announcements of the more exclusive establishments.

Right here it might be well to remark that the leading authorities on advertising are relying more and more upon white space to attract favorable attention to their message. It is most emphatically to be preferred to the over use of heavy, black rules to give emphasis and to catch the moving eye.



Have Idea in Mind

Each merchant writing his own copy clearly pictures in his own mind the type of advertising he desires for his own particular business. It is a far more difficult matter to get these ideas to the printer and through him to your prospective customers, the buying public.

The following hints may be useful in the preparation of an advertisement.

After having decided upon the space you are using, rule off that exact size upon a large sheet of paper. (The local newspaper will gladly supply you with this.) Next block off the space you intend to give to the various lines of merchandise, pasting upon your layout or dummy, as the large sheet is called, pictures of the cuts you intend using. If you have no prints of the cuts, mark off their size and indicate their position by writing in the space "Men's O'Coat Cut" or whatever the case may be. Letter in your main heading and some of the principal display lines but do not attempt to write all copy matter upon the layout. This should be written upon small separate sheets and keyed to the layout by figures as shown in Fig. 1. Leaving a good margin on the left of these small copy sheets will greatly facilitate the setting of the type, the printer having to "mark up" his instructions on each sheet.

A MESSAGE EXTRAORDINARY
The Dowler Stores Again Blaze the Trail
Men, Listen!
20% Off All Men's and Young Men's Bench-Tailored Fall and Winter Suits and Overcoats Between $55 and $114
Suits and Overcoats $44.00
Suits and Overcoats $34.50
Suits and Overcoats
OVERCOATS
of Outstanding Quality
Stores Bold Price Revision
You These Overcoats
Less 20%
DOWLER JUNIOR OVERCOATS
LESS 20%
Saturday Specials
All the Boys Like Dowler Clothes
RH & J. DOWLER

The mass reproduction of these three advertisements which were prepared by Eric W. Gibberd, Messrs. Dowler's advertising manager, gives an excellent illustration of how he carries out the four cardinal points in advertising of which he speaks in the article on the opposite page. It will be seen that a good deal depends on familiarity with different kinds of type for headlines, if an arresting title is to be used. Not only is the type for the headlines carefully selected, but type that will show up well in contrast is also chosen. The layout of these three advertisements is admirable, and combines effectively a compelling message in a conservative way. Mr. Gibberd, in the preparation of his advertisements, denotes the size of type he wants used throughout the advertisement.

Two paragraphs in "A Message Extraordinary" are worth reproducing, as showing how the writer of the advertisement turned the indisposition of the public to buy to good purpose.

"Here it is, men. A bold, decisive cut, crystallizing into action the public's demand for lower prices. This is the public's fight through us, their representatives in the world's clothing markets, elected by their patronage to a position of leadership in the men's wear business.

"To accomplish success in this drastic cut, we must double our turnover. It's the only way we can hope to break anywhere near even. This, then, is your opportunity to show the sincerity of your campaign against the high cost of living."

This advertisement appeared about the middle of October.

* * *

Illustrated are various rules and borders with their technical names. Specify their use in your next advertisement. Familiarity with the limitations and possibilities of the type will enable you to make increasingly better use of your space, the intensive cultivation of which will well repay the advertiser with greater returns.

Hairline rule

1 point rule

2 point rule

4 point rule

6 point rule

12 point rule

1 point parrallel rule

2 point parrallel rule

Canadian
8 point Light Caslon type

Canadian
14 point Light Caslon type

Canadian
18 point Light Caslon type

Canadian
24 point Light Caslon type

Selling a Hat

How A. R. McMichael of Hamilton Handles a Couple of Customers—Pointers To Be Remembered in Approaching a Customer—Thinks $6.00 and $7.00 Will Be Popular Spring Prices

"LOOKING for a hat?" I said to an elderly gentleman who came into my store a few days ago; I said it as pleasantly as I could, for greeting a prospective customer with a pleasant smile and friendly word of greeting is a good introduction to a sale.

"Yes," was his reply, "I thought I'd buy a hat if I saw one that suited me."

"That hat you have on is a Borsalino," I remarked.

"Yes, I see you recognize it," he said. "Do you like it?"

"Yes," was my reply, "I do like it; the Borsalino is a good hat."

"I like it, too, and have worn them for many years," my customer went on to say. "But I have a feeling that it is out of date. I see the young men are wearing narrower brims than this one. Do you think I am too old to wear one of these narrower brim hats?"

"Not at all," I said. "If we can pick out the right shade for a man of your age, it will look splendidly on you."

Selecting Carefully

I made a very careful selection of a pearl hat. My experience has been that the first hat I select for a customer should be selected the most carefully of any, even though it may not be the one he buys. It is the one that creates the greatest impression on the mind of the prospective purchaser. Before making this selection I size my man up. I take in his figure, carefully note his features, his complexion; in fact, I take in everything about the man that would have a bearing on the kind of hat that would suit him best. I ask him the style of hat he likes, what color he is partial to. In time, I show him this hat. If it suits, all right; if I am convinced that another hat would look better on him, I gradually try to draw him away from this hat to the other style that would be more becoming to him.

"Do you like that hat?" I asked the gentleman who was looking into the mirror at the nice pearl gray I had selected for him.

"Yes, I like it very much indeed. Is there anything else?" he asked.

"Oh, yes, lots," I said. "Don't imagine you are going to get off with trying on only one hat."

I showed him half a dozen other hats, but he always came back to the first one and he finally decided to take that hat.

Tried to Force Him

"Well, young man," said my satisfied customer, "I left home a few days ago to do some business in Toronto. While there, I decided to buy a hat. I walked into a Yonge Street store, tried on some hats but did not like them. They tried to force me to buy one of their hats and I walked out of the store a little hot under the collar and decided that I would not buy a hat. But I saw yours here and thought I'd try again before going home.

"I've had nice treatment in your store; I like the hat I bought and if anyone at home asks me where I bought my hat I'll tell them and send them to you when they come here."

An Optical Illusion

I had another man come into my store a few days ago wanting to buy a hat similar to the one he had on. He said he had been buying that kind of a hat for fifteen years from one firm and wanted another one just like it. Hats that he had been looking at did not have the same wide brim that this hat had. This man, by the way, was a paper manufacturer.

I showed him some hats but he always objected to the narrow brim.

"See here," I said to him, "if a man came to you with a sheet of paper and said he wanted to buy a quantity of paper that same size what would you do first?"

"I'd get a rule and measure the sheet of paper," he said.

"Well," I replied, "if you don't mind, we'll do the same with the hats."

I got a tape measure and measured the width of brim of his hat; then I measured the brim of the hat I had been trying to sell him. They measured the same.

"You see," I said, after he had been convinced that he was looking at a hat with a brim as wide as the one he had been wearing, "the hats now have a turned-up brim that makes them look narrower than the one you have been wearing. By taking your old hat and turning up the brim as this one is turned (and I suited my actions to the words) it looks as narrow as this new one."

He was satisfied, and bought the hat.

"If that hat is not as good a one as the hats you have been wearing for fifteen years," I said to my friend as he passed out of the door, "will you do me the kindness to come back and tell me?"

"Yes, I will," he replied.

And I know he will.

Must Study Customers

I believe small brims will make harder selling this Spring. There has not been such a radical change for some years and there will be some men who will resent the change. A hatter can't do all his business on the small brim hat. The 200-pound man must be taken into consideration. The young men will be after the style hat, be it extreme or otherwise. The older men will want a smart and dressy-looking hat but not a freak hat.

I think the season ought to be a good one. So far as hats are concerned, we have not had a sloppier looking lot of men in five years than we have at the present time. The man who could afford to buy a good hat during the last year or so, say, at, $12.00, has bought cheap hats which have only been head coverings, and the $6.00 hat he bought looks worse at the end of a few months than his $12.00 would have looked at the end of two seasons. This man thought he was beating the merchant, whereas he was only beating himself.

$6.00 and $7.00 Hats Popular

I think the $6.00 and $7.00 hat will be the popular hat this Spring and the Canadian manufacturer and others, too, are giving us a good hat that we can retail at these prices. This hat will give satisfaction. It ought to be a good Spring's business.

"The Canadian hat manufacturer is coming right to the front. He is studying mixtures and styles and dyes and the wants of his customers, for, after all, it is the retailer in this country who should keep the manufacturer informed of what he wants in the hat line. The Canadian manufacturer used to send out a dozen blocks and let it go at that. Now, he will gladly accept the block of any retailer and is anxious to help in getting out the styles that are wanted.

"That Canadian hat at $48 is as good as hats from the other side laid down here at $52 and enables us to give our customers a better hat for $7 than we can give him with American hats. It is up to the Canadian hat manufacturers to get out after business. I had an American firm offer the other day a substantial reduction together with assuming 10 per cent. of the exchange rate."—A. R. McMichael, Hamilton, Ontario.

Putting Dynamite Into Your Dollars

Three Things To Be Remembered During a Falling Market—To Stop Buying Means Starving Yourself of the Lines That Bring Turnover and Profits—Back Up Advertising With Quality Merchandise

Many dealers have asked us whether we consider it expedient to buy now for Spring. Our answer is—Buy only for a 60-day turnover—Buy only for current needs, and do not attempt to anticipate your remote or next season's needs. If you must have some items of a particular kind or particular line and you can only get these items by ordering now, by all means order those items now. Deflation, retrenchment and liquidation must go the limit. Be sure you are going to be able to sell to advantage the goods you buy.

ABOVE are a few quotations from an advertisement which appeared over the name of a Fifth Avenue clothing house. There are three points in it worth the consideration of the retailer. They are:

1. Buy.
2. Buy, having in view quick turnover.
3. Buy, having in view merchandise that will bring quick turnover.

The Necessity for Buying

It is needless to advise merchants, any more, to buy conservatively; the time has passed for such advice. The danger to-day is that a merchant may stop buying altogether and so mar his rate of turnover that profits at the end of the year will be negligible. There are certain lines of merchandise which could be bought with a 60-day turnover in view, perhaps. It would be disastrous to hold off buying such merchandise, awaiting a lower price. In that time, in that 60 days, some profits could have been made. What is equally important is that customers would have been lost, which will undoubtedly happen to the man who starts out to starve himself of merchandise because we are on a falling market. We have frequently urged the necessity of an almost daily record of the quantities of stock on hand, and this is particularly advisable on a falling market because the live merchant knows that he must depend on turnover during that falling market to help out with the profit side of his business. This record will point to the fast-moving lines. It is these fast-moving lines which are the backbone of successful merchandising during a falling market.

Now, what happens if the sale of these fast-moving lines is not vigorously promoted? The rate of turnover is lessened. But—and this is more important—what happens to profits if the buying of these fast-moving lines is discontinued? The merchant's shelves are drained of his profit lines during the falling market and the very lines which he expects and depends upon to maintain his profits stop moving altogether for the very simple reason that they have been sold out altogether. Such a policy may well prove fatal if persisted in. With a careful record of stock and a courage that is necessary when a decline in prices is on, this evil can be avoided; in fact, the evil is imaginary rather than real. The margin of profit may be small, but satisfied customers are leaving your store and to keep customers coming to your store during a falling market is to sow seed for future profits in normal times.

Keeping Up the Morale of the Sales Staff

Another point not to be overlooked is that it is necessary to keep up the morale of your sales staff. Courage is infectious; so is the lack of it. Perhaps the sales staff is better acquainted with the movement of merchandise than you are and if they begin to see that you falter at a time when courage is needed, it will have the tendency to weaken their effort to keep up the rate of turnover. In fact, it makes it impossible for them to act as lieuteuants to you in conducting your business. Clamping down on purchases that provide the necessary rate of turnover during a falling market should be carefully avoided.

Quick Turnover

Investing money in stagnant stocks is really losing money. The merchant should be a quick distributor of goods. The quicker the distribution, the more rapid the rate of turnover, and the more rapid the rate of turnover, the greater the profits. A $20,000 stock with a 33 1/3 per cent. mark-up gives a stock whose selling value is $30,000. If he turns this stock over once a year at a gross profit of 33 1/3 per cent., he makes $10,000. Assuming that his expenses are 28 per cent., or $8,400, it leaves him with a net profit of 5 1/3 per cent., or $1,600. This merchant might better retire from business and invest his money in mortgages or Victory Bonds or go out to work on a salary himself and spare himself the worries of business.

It is not the mark-up that is wrong in this case; it is the slow rate of turnover. Suppose a more aggressive business man takes hold of this same business and turns it over three times during the year. His sales, instead of being $30,000 a year would be $90,000, and his gross profits, instead of $10,000 a year would be $30,000. At the same percentage of expense, his net profit, instead of $1,600, would be $4,800, or 24 per cent. on his capital investment. That is what turnover can do. And it must be remembered that the more rapid the turnover, the narrower the margin of profit can be made with safety to the business because of volume of business. That is where the large departmental stores concentrate their forces during a declining market—on rate of turnover.

Quality in Merchandise

Not only should the merchant buy, not only should he buy having in view quick turnover, but he should buy the kind of merchandise that encourages quick turnover. The public is looking for lower prices and better values at the same time. The man who is promoting a sale by getting rid of "junk" over his counters will pay for it in the long run. The public has become critical of the sales that have been run during the last ten months; in many instances their genuineness has been taken into question. Values are changing; a thing that is worth $20.00 to-day may not be worth $20.00 next week. The value of your stock is not determined to-day by what you paid for it but for what it can be bought new for. It is a time when a man should back every line of advertising by quality of merchandise. The customer who is "done" will not forget it, and it is advisable that good-will be retained in view of the days of normal business that is sure to come.

HAS CHANGED HIS LOCATION

Sam Scott, the boys' clothing specialist in Vancouver is now located at 846 Granville street, where the premises have been remodeled to suit his requirements. This business was moved from 1159 Granville street, where the Sam Scott business has been located for a few months. Granville street in Vancouver is considered to be the most desirable retail location in the city, but the new theatres building on this street, and the banks buying the corners all result in leading the retailer a merry chase to find a suitable location and to keep it.

A Touch of Spring and Summer in Mid-winter Makes an Attractive and Arresting Window

Why Waste Window Space When Winter Goods Will Sell Themselves Without Display?—Middle of February a Good Time to Show Spring Lines—Will Start Inquiries and Sell Goods Later on.

WHATEVER magic date tradition may have fixed upon as the first day of spring, the fact remains that the men's wear dealer begins to think of this glorious season of the year and to make plans for the merchandising of his spring goods when his customers have about stopped buying winter lines. Tradition seems to have set aside about the 21st or the 22nd of March as the first day of spring, despite the chill, bleak winds that often almost freeze the blood in our veins about this time of the year and make us wonder if January and March have not, in some peculiar way, got twisted about in their proper order on the calendar. An odd customer may be driven into the store in mid-March for a muffler, a suit of underwear, or even an overcoat, by an unrelenting blast from Jack Frost, but the spirit of spring, hovering about in the offing, is the driving force in man's desire to purchase his spring toggery. It is only grim necessity that forces a man to buy a winter article in March; it is the time when he is beginning to think of his new spring requirements and his mind is open to suggestion.

Looking Ahead

The men's wear dealer, however, should not wait for the first day of spring, as told on the calendar, to display his spring merchandise. There is no use in filling the windows with underwear, winter overcoats, mufflers and other winter toggery when a man is no longer interested in these and when he will voluntarily come into your store to purchase them if in urgent need of the same. Along about the middle of February winter business begins to slacken off; after that it is necessity more than anything else that brings a man into your store to buy winter goods. From that moment, window space devoted to the display of winter merchandise begins to deteriorate in value and effectiveness. Unless a sale is being run such a window is apt to attract but little attention, it has lost it drawing power, and as a salesman it is pretty much of a failure. The window is one part of the organization that should be on the job all the time and should make itself felt daily in sales or inquiries about goods that will, ultimately, lead to sales.

Introducing Spring Lines

Even though the thermometer hovers about the zero mark or lower, the middle of February is a good time to begin to promote the sale of spring goods. Such a window should be given a strong tinge of spring in its setting; the spirit of spring should express itself rather strongly. The very fact that it is still the middle of winter can be used to two purposes with marked effect. It permits of a strong contrast in window display that is bound to be arresting and attractive. No one could help but be attracted by a display, having a good deal of nature's green in it at a time when the snows are deep upon the ground and the chill of the winter's wind still makes itself keenly felt. And that, after all, is one of the outstanding features of window display, to attract attention.

May Not Bring Sales

The second purpose of such a window is to illustrate spring styles and to start prospective customers inquiring about prices and fashions. A spring window in mid-winter may not bring any immediate sales, but it can easily be made to be the forerunner of a good harvest later on. The passerby who sees a spring display of hats or suits in your window some weeks before the season is upon him will not forget it when the season really arrives and, with it, the time for him to replenish his wardrobe. It is a good thing to get him into your store, if only to have a look at some of the spring merchandise. He knows that you have a fine selection awaiting the time when he wants to buy. He knows, moreover, that you are aggres-

(Continued on page 43)

"The people are getting sick of sale stuff," said Mr. Moore, manager of Tobey's, in Hamilton. And suiting his actions to his words, he had his window dresser, S. A. Morgan, put in this splendid display of merchandise without there being the slightest suggestion of "sale" about it. It is just such a window trim as one would expect and hope to see for a prize contest, and the very fact that there was no suggestion of "sale" about it was a distinct drawing card at this time of the year when many retail windows contain sale goods. The use of flowers in the window is a gentle reminder to the passerby that Spring is coming and with it the necessity of purchasing an outfit in harmony with the season.

Organization Brings National Consciousness: Hearing the Retailer's Voice in Taxation

Business Problems Are National Problems and Should Be Solved in the Interests of National Business—What the Convention Might Do at Ottawa—Organizing For Future Struggles

WHEN the clothing and haberdashery men of Canada are united in organization that reaches from the Atlantic to the Pacific, and can move in a national extremity, such as the one through which we are now passing, as one man or one force, these national difficulties will be overcome with considerably less dislocation of business and less hardship than we experience now. Business, after all, is national in its character. Depressions in business are, except in isolated instances, national. The same may be said of prosperity. As a matter of fact, these two conditions of business are international. There is a trade depression in all the leading countries of the world to-day, though the considered opinion of many leading men of business is that the worst is over. Business is working its tortuous way back to normalcy and, as has been pointed out by leading financial men in this and other countries, that country which gets down to rock-bottom first will recover first. Lines of merchandise in both men's and women's wear that show greatest activity to-day are the lines that first reached rock bottom in prices, the lines on which the loss was taken as soon as it became manifest that the great decline was a reality.

Organization Brings National Consciousness

Organization always brings with it a national consciousness. It makes no difference whether that organization be political, United Farmer, socialistic or bolshevistic—it soon begins to think in national terms. What better example could be cited at the present moment than the United Farmers, who started out with a view to organizing a few societies, whose purpose was co-operative buying, and who now have turned their eyes toward the Capital as the hopeful symbol of their national power. It is a fine example of the national consciousness of an organization.

Incidentally, it points a well-timed moral to the clothing and haberdashery men of this country. In February, the Ontario clothing and haberdashery men meet in convention at Ottawa, and it is expected that representatives of the other provinces of the Dominion will be there to lay, perhaps, the foundation stone of a national organization. From the very moment that this organization is brought into being, even though its numbers be small, it will begin to think nationally and will begin to seek the solution of business problems by a national concerted action. If the clothing and haberdashery men are the first of the fifty-five branches of retail trade to organize nationally and in full strength, they can be the leaders of a still greater organization in bringing together all branches of retail trade in an organization before which governments will tremble.

A Statement Made at Brockville

During the recent convention of the Eastern Ontario and Ottawa district convention, at Brockville, an interesting statement was made by one of the delegates which shows how the retail trade of Canada is suffering because merchants do not take sufficient interest in the R. M. A. to become members and so provide the necessary funds for properly carrying on the work of the association. One delegate made the statement that the Canadian Manufacturers' Association employed four or five experts to watch developments at Ottawa which might affect their interests, whereas the Retail Merchants of Canada, who have more money invested than all the manufacturers, who pay more taxes and employ more help, have no one there to give their undivided attention to the interests of the retail trade throughout the country. To refer to a question that is now happily dead—the Luxury Tax—one can easily imagine how different the course of events might have been if there had been a national organization of undivided strength that moved as one body and not in separate units. In such a concerted force, clothing and haberdashery men would have been among the very first to reap the benefit because they were among the hardest hit men in all lines of business.

The Struggle Ahead

Men of the men's wear trade should not delude themselves into believing that other struggles will not arise following the cancellation of the Luxury Tax. There are evidences that proposals which will be inimical to the retail trade have already been formulated with regard to forthcoming taxation to take its place. Above all else, the retail trade should recognize that this problem of a tax on sales is their problem, no one else's. Argument for a sales tax is being heard in certain quarters; but if the retailer will think a moment that is not the kind of a tax he wants. He does not want a tax that he has to sell to the consumer and that is what a sales tax means. He wants a tax, if there is to be one, that is absorbed in his invoice price and that he does not see. In other words, the tax should be levied at the point of importation or manufacture, not at the point of distribution to the retailer. If the tax is levied at the point of distribution to the retailer, the retailer has to sell that tax as he had to sell the luxury tax, and it is not to the interests of the retail trade that unnecessary or burdensome impediments be placed in

(Continued on page 37)

AFTER THE MANUFACTURERS DOING A RETAIL BUSINESS

The Eastern Ontario and Ottawa District Convention expressed its unequivocal opposition to the growing evil of manufacturers conducting sales in retail stores and in opposition to the retail trade. A resolution was passed not only condemning the practice, but asking members of the Association to forward to their district secretary the name of any manufacturer violating this principle of merchandising so that some steps might be taken to have the evil stopped. Mr. Taber, of Carleton Place, stated that many customers were coming there every day and buying materials from the mills there. Mr. Collins, of Ottawa, stated that the civil servants there constituted the greatest violators of the laws of merchandising in this respect. The people, he said, who were paid by the people were in competition with the merchants of that city.

Mr. Trowern stated that care had to be exercised in dealing with this question. The law provided that a letter could be sent out notifying a retailer that certain manufacturers were selling direct to the consumer only to a member of the Association. Once certain of their ground, such a letter going to all the trade would have a salutary effect on either a manufacturer or wholesaler violating this principle.

Hopefulness in Hat Industry

Prices for Fall Are Still Uncertain—No Quotations Yet on Raw Materials—Labor Costs Not Determined—Retailer's Buying Policy Will Be Cautious—Manufacturers Should Conduct Own Made in-Canada Campaign.

WHILE there is still uncertainty regarding stable prices on hats for Fall, there is a feeling of optimism amongst manufacturers and wholesalers that the season will be a good one, and the beginning of the way back to normality. Conditions in the industry are unparalleled. From the standpoint of attempting to arrive at a price, it is like starting all over again. The manufacturer is considerably in doubt is to the cost of the raw materials he will require, except such as he happens to have in stock—and in some quarters this is fairly heavy—he cannot figure definitely on labor costs as there is considerable unemployment and the general tendency is toward a reduction in wages. The wholesaler is not only in doubt as to costs from the manufacturer, but he can only guess at the requirements of the retailer, and the cancellations of the last six or eight months have made him nervous about overstocking. And both manufacturer and wholesaler are trying to "get a line" on consumer needs so that they might form some idea of what lies ahead in that market which is the trading place between the consumer and the retailer.

Here the Hopefulness Lies

It is just at this point that the hopefulness of the industry centres. There is a feeling in manufacturing and wholesale and retail circles that the consumer has gone "hatless" about as long as he can and that prices are down to rock bottom. It is no secret at all that hats have been selling retail cheaper than they were quoted by the manufacturer or the wholesaler. Whether the new Fall prices will allow of the sale of hats as cheaply as they have been selling during the epidemic of sales remains to be seen; certain it is, so say manufacturers, that the costs of raw materials and the costs of production will have to fall considerably before this is possible. Advances in prices are not looked for. There have been several reductions on the prices originally quoted for the Spring line, and the retailer will await with interest to see if the first-quoted prices for Fall will go even still lower than the last revised price placed in his hands.

Retailers have been very active in the promotion of the sale of their stocks during the last few months. Spring, 1920, left them with unusually large stocks on hand; there were heavy cancellations of Fall orders, and the retailer decided that he must get rid of the hats at whatever prices they would bring so that a greater loss might be saved later on and so that he might get ready for the new lines coming in. That he has taken some pretty stiff losses is a certainty; but he has been "game" and is in pretty fair shape to buy cautiously for Fall, 1921. With the retail prices quoted on Spring stocks, some fair idea may be gathered of Fall prices and their tendency, for these prices will reflect the drop in prices since the decline began some months ago.

Policy Will Be Cautious

Manufacturers and wholesalers are quite convinced that the policy of the retailer toward buying will be a cautious one, and is likely to remain so for some time to come. The retailer of hats has his own problems that perplex as well as those back of him. He can only guess at the attitude of the consumer, though he is more convinced than he was four months ago that low prices will hasten the consumer back into the market. The success of January sales with their wholesale cutting away of profits has convinced him that Mr. Consumer will come into the market if he feels certain that prices are right down to the rock bottom. He will have a better idea a few weeks after Spring trade opens out how the consumer is taking to Spring prices and how he will look at Fall prices, based somewhat on the same margins of manufacturing and productive costs. Then, and perhaps not till then, will he feel safer toward Fall buying. In the second place, the retailer knows that the mad rush for goods is over. He feels convinced that he can get merchandise now when he wants it. He does not see that he has to buy six or eight months ahead and he is not prepared to load his shelves with goods in expectation of an endless stream of customers. His buying policy will be a cautious one, perhaps to the point of being niggardly at the outset. Many will guard themselves carefully against a repetition of that loss.

Will Guarante Prices

Hat manufacturers with whom Men's Wear Review has talked, and wholesalers, too, are prepared to guarantee prices on Fall lines. They will give the retailer the benefit of any reductions that come along. Competition will be keener in manufacturing and wholesale circles for Fall business as it will be among the retailers, and the best houses will be following this policy. One prominent manufacturer with whom Men's Wear Review talked said that he could get no quotations, as yet, on raw material. He believed, however, that quotations on the finer furs would not be in the same proportion of reduction as those on the coarser lines. Labor costs are uncertain. These two factors in Fall costs have determined the policy of manufacturers to give the retailer the benefit

(Continued on page 37)

Combining Business With Pleasure And Doing Business, Too

Mersey Men's Wear, Ltd., of Liverpool, N.S., record the best day's business in their history on the first anniversary of their opening-up day. They combined business with pleasure and did a good business, too. During the day they helped the G.W.V.A. raise funds for their work; cakes and pastry; rubbed shoulders with suits and overcoats; they had a little music in the evening; there was an auction sale of concealed parcels; and at intervals of half an hour Mersey Men's Wear clerks had a chance to sell their own wares to the public. But we shall let Roy A. Clark, the manager, tell the story in his own words.

"We consider that the best advertising scheme we ever had was on December 4th. That was the first birthday of our store and we advertised an anniversary. 'One year old sale.' And in addition to that we gave the G.W.V.A. part of our store on that day for the purpose of raising funds for their new club rooms. They put on a sale of cakes and pastry of all kinds and home-made candy.

"In the evening at 6.45 o'clock the town band played a couple of selections of music and some of the prominent men made speeches, emphasizing the needs of the G.W.V.A. and then the fun started.

"They put on an auction of concealed parcels, which were donated by the different merchants, and the store was not large enough to accommodate all the people who came. An intervals of every half hour they gave us the chance to sell our own goods, and it proved to be the biggest day we had since opening up. It was the best advertisement we could possibly have had."

Fall Clothing Prices Uncertain

Reductions in English and Canadian Woollens Have Been Slight—Labor Costs Down a Little and Effort Being Made to Speed Rate of Production—Stocks of English Woollens Fairly Heavy and Little Buying Being Done.

ORDINARILY something would be known at this time of the year with regard to prices of Fall and Winter clothing for the season of 1921-22. Buyers would have taken their trip overseas to select their piece goods; the labor situation would have been sufficiently stable to arrive at a pretty safe basis of manufacturing costs; retailers, having had normal business, would have had a pretty fair idea of their Fall and Winter requirements; and manufacturers would have felt comparatively safe in laying plans for the making up of stock lots.

The situation to-day, however, is bristling with uncertainty so far as Fall costs are concerned; not one of these four important factors can be relied upon with any degree of certainty. In an effort to predict the trend of business during the year, manufacturers and retailers alike feel that 1921 will show a reversal of conditions which obtained during 1920. They point out that 1920 started out with a whirlwind and ended up with a very gentle breeze, but that 1921 will start out—did start out, in fact—with the very gentle breeze and will end up with something approaching the whirlwind, if not quite as violent as this atmospheric disturbance. But beyond that there is nothing definite.

The Price of Woollens

One of the chief factors in the situation, of course, is the price of woollens. While more or less definite quotations can be had on both English and Canadian woollens, the fact remains that not a great deal of buying for the Fall and Winter season of 1921-22 has been done. Buyers have not gone across the pond as usual to place their orders. Reductions have been offered by English houses ranging from 10 to 25 per cent, and in the case of some "distress goods" the reductions have been even greater. The price of Canadian woolens is from 15 to 20 per cent lower than a year ago, according to the prices recently announced by the Canadian mills. But when the clothing manufacturer is asked about his buying for Fall, he simply says that he has not done any yet. And when he is asked if he can give any idea of Fall prices on clothing, he probably replies, as one did to Men's Wear Review, that he hadn't even fixed up his Spring prices yet, let alone Fall.

The drop in the prices of English woolens has been insignificant so far. There are, perhaps, two good reasons for this. In the first place, the labor costs have undergone no important revision, leaving the cost of production of piece goods practically the same. There is an abundance of raw material and it has dropped in price, but the finished product is about the same. In the second place, the English market is a world market, looking to half-a-dozen big markets in need of great quantities of woolens. One of these is Russia, and Canadian manufacturers have been told by agents of English houses that their firms were expecting large orders from there when trade channels were again opened up. Whether this prospect has been negatived during the last few weeks remains to be seen. The fact remains that a commission of the British government recently reported, after visiting Russia, that there was no hope of trade with that country for a long time yet. It is still in the lap of fortune whether this will increase the "distressed goods" market and fix a scale of prices governed by necessity rather than legitimate cost of production and sale.

Stocks Fairly High

A number of clothing manufacturers have told Men's Wear Review that their stocks of English woolens, in any case, are fairly high and that, with supplements of Canadian woolens, they can quite safely navigate the Fall and Winter season of 1921-22. They have revised prices of these woolens according to current market values and are prepared to revise them still further, according to replacement value. Judging from reports, the season for the Canadian woolen mills ought to be a very good one, and manufacturers who have seen their Fall samples say that they are producing some very excellent piece goods.

Distress Goods

As has been mentioned, there has been no important revision of labor costs in the English woolen market. In addition to this, the English mills are not going ahead to make up a surplus of piece goods. Their mills are shut down. If they were operating full steam ahead, there would or might be a danger of a surplus of materials. But this is not the case, and Canadian buyers believe that the "distress goods" market is, after all, a small one. Manufacturers say that a very few weeks' normal business would clean them out and that the retailer who thinks that he can get all he wants just when he wants it is likely to get left.

A manufacturer of boys' clothing told Men's Wear Review that he could be cleaned out of made-up stock in a week of normal business, and manufacturers of men's clothing have said about the same thing.

The Labor Situation

The labor situation is a big factor, and nothing reliable with regard to its course can be foretold. Garment workers in

(Continued on page 32)

Will Have $100,000 Welfare Fund For R.M.A.

It was decided at the Vancouver convention held last Summer that the time had arrived when, in the interests of the retail merchants of Canada, greater assistance was required to fight some of the battles of the R.M.A. To cite one instance: During the fight over the Board of Commerce it required the sum of $1,000 to have the case of the retailers prepared and presented. The decision to go ahead with the case had to be made in a hurry, and had to be made without seeing the money actually in sight. There have been many similar instances in the history of the R.M.A. during the last twenty-five years. Irreparable harm might be done to the cause of retail merchants throughout the country if provision was not made to have legislation watched very carefully and all the interests of the R.M.A. safeguarded. It is beyond the present power of the executive officers to do this work with the money at their disposal; the membership fee is not yet sufficient to cover necessary and advisable expenditures.

Consequently, a welfare fund is being solicited from merchants from all over Canada. Committees are being or have been appointed in the several provinces and in several of the large cities whose business it is to canvass the retail trade. There is nothing obligatory about helping with this fund, but the officers of the association, both Dominion and Provincial, feel that it will commend itself to the judgment and the generosity of the retail merchants of Canada.

To give his customers the benefit of replacement values in merchandise of all descriptions without lending the appearance of a sale to it is, apparently, one object which Max Beauvais, of the Fashion-Craft store, Montreal, had in view in these two window displays. There is no mention of the word "Sale" in the windows anywhere, yet the passerby knows that a considerable reduction is given on lines of merchandise displayed. It will be noted, too, that the displays lose nothing of their dignity or artistic arrangement simply because reductions of considerable proportions are given. Perhaps it is a faulty notion that many window dressers have that a "sale" window must be crowded with merchandise and loud showcards used which compel the passerby to look as a circus billboard compels one to look by the sheer force of the amount of colors used. The showcards used here are in proportion to the size of the window and are well designed. These windows have lost nothing of their attractiveness simply because special prices are offered.

FALL CLOTHING PRICES UNCERTAIN

(Continued from page 31)

some of the large Canadian centres accepted reductions of about ten per cent for the Spring season. Hand in hand with this, an experiment is being tried out to increase the rate of production which fell considerably during the post-war period when labor had the situation absolutely in their own hands. The effort is being made, unquestionably, to keep the scale of wages on a living basis, and it is desirable that it should be so. If the rate of production increases appreciably, it will have some bearing on the ultimate cost of the finished product. The trend of business may still further affect the wage scale, as liable, perhaps, to send it up again as down.

And back of these factors is the uncertainty of business development. Everyone is hopeful that, by Fall, it will be back to normal. When it is, costs can be figured with a fair degree of certainty. But manufacturers and retailer alike declare that the consumer purchased clothing in January, 1921, cheaper than he will in December of the same year.

Canadians Encourage "Dress up" Idea

Different Methods Employed to Attract the Well-Dressed Man—Traveller in Covering 7,000 Miles Describes Windows in Many of the Important Cities of Canada.

By ERNEST A. DENCH

THE impression I received from Canadian men's wear show windows in large and small cities, whether hemmed in by the prairies or the Rocky Mountains, or back east in the sphere of industrial activity, was that the Canadian man takes great pride in being well dressed. For were not this the case, the men's wear establishments would surely not feature such an extensive range of stylish clothing of all kinds that they do. If the male did not care a nickel about the way he dressed so long as he wore clothes that were comfortable and hard wearing, the clothing stores would reflect this tendency and confine themselves to perhaps a range of suits consisting chiefly of tweeds and blue serges in the most conservative designs.

Some of the display methods that I was particularly impressed by are described below.

The Picture Frame Setting

The House of Max, Saskatoon, Sask., employ a novel form of window card publicity. The window glass around the side of each window was covered with cardboard border about twelve inches wide, and cut out to resemble a picture frame. The four borders bore such announcements as "Sale on Suits," "Suits, $20.00 and up," "Suits Made to Measure, $45.00 and up," "The House of Max." In the portrait part of the picture frame —or in the window display proper— were suits fitted to headless figures. A similar arrangement was carried out in the other window, which was devoted to raincoats.

A Drive on Tweeds

Fishers, Ottawa, Ont., devoted a trim to tweed wearing apparel. The window contained two decked mounds, one placed behind each other to give the impression of a platform. On the top mound reposed a tweed suit on a headless bust model, while the lower mound was occupied with a green jardiniere, with a green tweed soft hat, brown cane and a pair of brown kid gloves laid across the vase. Laid across a hanger at the front left was a tweed coat. A stand at the front right held a green soft hat, with a brown cane and brown kid gloves at the base. A card down in front announced:

"Genuine Scotch Tweed Suits, $60.00.
Tweed Hats, $5.00."

The green and the brown formed an excellent color scheme.

Catchy Price Tags

The Two Macs, Ottawa, utilized an unusual kind of price tag. Every one of these depicted a man skating down a hill on a curled Autumn leaf for a sleigh. Suits were exhibited on headless figures at each side, with a top coat laid over a hanger at the centre. Green plush trailed all over the floor around the various display fixtures. At each front side was a soft hat on a stand. Some excellent examples of window card composition that found their way into the window were as below:

"Your confidence in the TWO MACS clothes is well placed."

"For over thirty years the TWO MACS label has stood for style, character, service and value. It's a good thing to have in your suit or overcoat."

"You fellows know the TWO MACS are headquarters for smart clothes."

The Good Points of Each Model

Stiles & Humphries, Ltd., Winnipeg, Man., imparted interest to their show window by tiny cards attached to different suits. Attached to a black with white spots model was this card:

"Pepper and Salt—an Old Favorite."

On the blue serge with white stripes model the card was captioned:

"Pin Stripe — Very Fashionable and Looks Well, too."

The humble Scotch tweed was given the following notice:

"Scotch Tweed—This always makes a good and smart business suit."

Window Card Examples

D. K. Book, Vancouver, B.C., backed up his men's suit trim with three convincingly worded cards, as below:

"Suits for young men. They are dandies and full of pep."

"Steady, there, steady. Examine these suit values. $40 to $45."

"It's up to you. We have the correct clothes at the lowest possible price."

Human Touches to Overcoat Trim

The Hudson's Bay Company, Vancouver, had a display of overcoats that was characterized by some pleasing human touches. In fact, the only thing the window lacked was a human figure, but this much was left to the imagination. Exhibited on stands in different parts of the trim were about a dozen overcoats, with a soft hat here and there. One overcoat was laid on the floor at the side along with a pair of gloves, an open packet of cigarettes and a cigarette holder. At the opposite side of the trim, on the floor, was a soft hat and an open tin of tobacco, with a pipe laid on it. A walking stick laid at the front centre completed this well-balanced display.

Dressing Gown Sale Point

Max Beauvais, Montreal, featured men's dressing gowns in one of their show windows. The point around which the whole display riveted was the small and compact package the garment formed when packed for traveling. One of the dressing gowns was rolled up and tied with a neat ribbon bow. This exhibit occupied the most central location in the window and was surrounded by dressing gowns spread out at full length, to show that the length or cut of the gown was not at the sacrifice of space.

"Dolled" Up For Work

Canadian clothiers are also right there when it comes to encouraging the working man to wear the proper kind of overalls to protect his clothes while at work.

Swapping Suits and Overcoats

McKears' Regina, Sask., have gone into the second hand clothing business in a dignified manner. Realizing that in these times of high prices, many men hold on to their clothes until they are on the verge of shabbiness, they encourage men to buy new clothes from time to time by their swapping stunt. "Costs less if you swap," is the slogan that they have made popular in the capital of Saskatchewan. It appears on almost every window card, in their newspaper advertisements and elsewhere. There are always local second-hand dealers in the market for left off clothing, and even if McKears have to dispose of their purchases for what they paid for them or even less, they are the gainers. Many males would forego the luxury of new clothes were it not for such an inducement as this.

One of their recent window displays contained an oblong footstool in the middle position. A snappy coat was fitted to a headless bust model and placed on the footstool, at the base of which the pair of pants and vest were laid. To one side was a classy overcoat turned inside out to reveal the comfortable blanket cloth lining. At the opposite side, laid carelessly over a hanger, was another overcoat, draped in billows on the floor, and a silk muffler and a cap laid over the same. Cards placed near the garments advanced such points as the following:

"Swap your old suit or overcoat for a new one. You save."

(Continued on page 37)

January Clearance Sales Reflect Pre-war Level

Merchants From One End of the Country to the Other Show a Disposition to Throw Profits to the Winds—Good Merchandise at Low Prices.

JANUARY clearance sales, operating under many different names and in many different ways, have shown a disposition on the part of merchants the country over to induce the public to come in to the market with the promise of securing merchandise below the cost of manufacturing and at prices that they will not get again during the year. Some merchants have operated their sales on a percentage basis, offering a straight cut of from 25 per cent. to 50 per cent. on all merchandise in the store; others have freely used the comparative figures style and have advertised that prices are down to the pre-war level; while still others have adopted more or less novel schemes, thereby hoping to catch the eye of the seeker after good merchandise at low prices. One form that has been used quite extensively has been outlined in Men's Wear Review, that is, inserting in their advertisement or sending by direct mail the fac-simile of a cheque worth $10.00 or $15.00, or whatever amount the merchant has chosen, to customers who may bring this in and get the value of it on a suit or overcoat purchased during a special sale which they are running. While January weather still further militated against the successful merchandising of heavy winter suits and overcoats, reports indicate that these sales have met with very good success and have indicated that the public has been awaiting prices which they believed were about right.

Lambert's, of Winnipeg

Lambert's, of Winnipeg, seem to have been so successful in their $1.00 suit and overcoat sale that the poets have broken out into singing their praises in verse. "Pick a $50.00 suit; pick a $50.00 overcoat; pay me $51.00; take them home," is the trite way in which Lamber announces this sale, with the proviso that the choice of the customer must be a suit and overcoat, not two suits or two overcoats. And in the upper left-hand corner of a full page advertisement he reproduces three verses from the pen of James Rennie, which run as follows:—

A Tribute to Lambert's Upstairs Clothes Shop:

Just some worth while information, and
I'd like to pass it on,
I guess you read the papers—See the
Sales all going strong.
It simply gets you nowhere, if you calmly
sit and sigh,
So go up the stairs to Lambert's, where
you cannot help but buy.
I was naked and he clothed me, made my
life again worth while.
I can go among my comrades, and at
Christmas wear a smile,
With a Fifty-Dollar suit of clothes, and
a coat that cost a dollar.
"Lambert's always takes the lead"—the
other stores just follow.

Just a word to Mr. Lambert, before I
close my tale:
I can't see how it pays you, to have a
Dollar Sale.
Your Suits and Overcoats, I'm sure, their
equal can't be found.
No use talking, Lambert, you're a credit
to the town.

Bissonnette, Joy & Co., of St. Catharines

This firm advertises their "Biggest sale since 1913," and, in doing so in a full page advertisement early in January, avoid the use of comparative figures altogether. Their prices sound very much like 1913 prices, too. Men's Canadian tweed suits are offered at $15.00, and Winter weight overcoats at $16.00; boys' suits and overcoats are offered at $11.00 and $10.00 respectively; Arrow collars at 20 cents; men's gloves at $1.98; President suspenders, which were thought high in price when they first came on the market years ago at 50 cents, are offered at 60 cents. Other merchandise is offered at correspondingly low prices.

Lyons Tailoring Co., of Chatham

Lyons Tailoring Co., Chatham, advertised their "Greatest sweep-out sale" in which suits, overcoats, trousers and furnishings are reduced to "about half price." Regular $35 to $40 lines in suits and overcoats are offered at $19, $45 to $48 lines at $24, $50 to $55 lines at $29, and $58 to $60 lines at $33. All lines as high as $75 are offered at $38. In furnishings they offered soft and stiff felts, values to $5.00 for 98 cents, while values to $12.00 were offered for $4.98; Carhartt's and Peabody's regular $3.50 overalls were offered at $2.79. A special line of shirts was offered at 98 cents.

Bellinger's, Ltd., Toronto

In advertising a fifty per cent. reduction on all suits and overcoats, exclusive of blue serges and evening clothes on which there is a 33 1-3 per cent. reduction, Bellingers, Ltd., of Toronto, states that this drastic cut represents the lowest level in seven years for genuine Fashion-Craft clothes.

D. Morrison, Credit Man

Among the credit men, D. Morrison, of Toronto, advertised a "Famous no-money-down sale." He made it clear in his advertisement that purchasers were not required to pay any money down, as is the custom with credit men; and he emphasized that this form of a sale was an evidence of his faith in his merchandise and his customers. Boys' suits

(Continued on page 35)

Effcient Sales Staff to Count as Never Before

Gone are the days when the mere desire to possess on the part of the public made salesmanship an easy thing, a mere matter of form, the mere taking of an order and promptly executing it. With the public in an altered attitude of mind, seeking equal values at greatly reduced prices, salesmanship has become a thing of art and science. The successful merchandising of the proprietor's stock is more dependent on his sales staff to-day than it has been for several years. Let him look to it well that his staff is an efficient one, that it knows whereof it speaks when selling merchandise and—and this should not be overlooked—that it is well paid for its services.

"I believe that the thing that will develop trade," said J. C. Begg, of Begg & Co., Ltd.. of Hamilton, to Men's Wear Review, "will be the individual effort and intelligence of the sales staff. Big advertising is not pulling as it did some months ago. We are finding that the questioning mind of the public requires knowledge and intelligence and it is becoming increasingly necessary that the salespeople meet the customer with the knowledge and intlligence regarding merchandise that he seeks. The public is full of suspicion and when they come in to buy it is in that 'show me' mood. In the personal contact with the customers there is greater need for knowledge and intelligent handling than there has been for many years."

Would you care to win

A Rich Cut Glass Lamp

Free of Charge

Valued At **$25**

If so, Estimate how many feathers are on the Rooster Exhibited in our window.

TO place your estimate you must necessarily come to our store. The rooster will be on display in our Somerset Street window daily from now until Xmas. Everybody is entitled to an estimate. To the person who estimates the correct number or the nearest correct number of feathers will be awarded a beautiful $25.00 Rich Cut Glass Boudoir Lamp.

The judges who will award the prize are Mr. J. Bower Lyon, advertising specialist, Room 22, Citizen Building and the Editor of the Westender. These two gentlemen's decision must be final. All estimates must be made by closing time Christmas Eve and the winner will be announced by New Year's Eve.

Anyone may enter this contest.

The competition is now on. Estimate early and often. Start to-day.

Making a Prize Rooster Crow for Big Business

J. F. Duff & Co., of Ottawa, Conduct a Successful Sale By a Novel Plan—Estimating the Bird's Feathers and Getting a Good Prize.

"WE found the Estimate Contest to be an A1 advertising proposition. We had the most successful sale we ever held," said J. F. Duff, of J. F. Duff & Co., Ottawa, Ont., in referring to an estimate contest which they ran in December. The nature of the contest is outlined in the accompanying advertisement which appears on this same page.

"The rooster was the talk of this section of the city," said Mr. Duff. "We had a large pure bred Golden Wyandotte on display in our window in a crate especially constructed for the purpose. Many took great pleasure in looking at him, although they did not make an estimate, as he was a beautiful bird and a prize winner. He crowed practically all day long. That might appear to be the worst feature about it but we doubt it. It tended to attract attention.

"After the contest, the rooster was killed and the feathers counted by the two named judges."

The ballot used by the J. F. Duff & Co. is also reproduced on this same page. Aside from recording the estimate of the individual, it will be noted that it provides a basis for a good mailing list.

DUFF'S BIG 5 SALE

ESTIMATE CONTEST, December, 1920

I estimate that the Rooster has .....feathers

I also agree to accept the decision of the two named judges as final.

Name .....

Address .....

J. F. DUFF & CO.

JANUARY CLEARANCE SALES

(Continued from page 34)

and overcoats up to $18.00 were offered at $9.95; seal coats, regular $375, for $279.50; $310 for $199, and $250 for $148.50.

Famous Upstairs, Winnipeg

In advertising "Canada's greatest clothing sale" the Famous Upstairs Clothes Shop of Winnipeg made an effort to clear suits and overcoats at two prices. Suits and overcoats that were $25 to $35 were sold at $15; while those ranging from $40 to $85 were offered at $30. In addition, they make alterations free and have an odd-pant sale for $3.95, with blue serge pants at $5.95.

Plymouth, of Winnipeg

"Manufacturer's Outlet" was the headline of an advertisement run by Plymouth's, of Winnipeg, in which they gave some big reductions in men's and boys' clothing. In some cases they went a little below the 50 per cent. reduction. Overcoats, regular $30, were offered at $14.95; $40 and $45.00 overcoats at $24.95; $55.00 and $60.00 overcoats at $34.95; and $65.00 and $75.00 overcoats at $44.75. Suits for men were cleared at the same prices. In boys' apparel $3.50 odd bloomer pants were sold at $1.79; $22.00 overcoats at $14.95; $16.50 Mackinaw coats at $8.95, and $13.50 suits at the same price. Boys' $22.50 suits were sold at $14.95.

Case of Montreal

Sweeping reductions in the last days of their half-yearly sale were given by Case of Montreal at 507 St. Catherine Street. Their $60, $75 and $95 Society Brand overcoats were offered at $49; suits at $50, $65, $75, $90 and $100 were listed at $19, $32 and $34; shirts at $5, $6.50, $7.50, $9.00, $13.50, $15 and $18 went for $2.95, $4.95 and $6.95; pyjamas ranging from $6.50 to $20 went for from $3.15 to $10.95, and gloves from $2.50 to $8 at $1.15 to $3.65.

When prices are sky-rocketing and everybody believed the law of gravitation inoperative along with the other laws suspended during the war and period of readjustment, it was possible for a retailer to put two and two together and get five; now many of them are figuring that three is the correct answer and they may be lucky if it isn't two. Hence, the specially vigorous housecleaning during the first month of this year.

Some Sorting Business In Progress

Prices Remaining Firm For the Most Part—Trade Does Not Yet Reflect the Consumers' Buying From the Retailer—Hand to Mouth Policy Being Adopted in All Lines of Men's Wear.

A RETAILER said to Men's Wear Review a few days ago: "The retailer is going into the market about three times for his Spring requirements in a sorting way where he formerly went in once in a placing way." Fairly closely, that describes the situation today; and the reflection that comes from the manufacturing and wholesale trades is that the retailer is making his first trip into the market. It is sorting down to a rigid science, for the retailer is buying only what he absolutely needs. One of the keenest buyers we know stated that he would buy for only a few weeks ahead in some lines and a very little longer in the heavier ones. He is buying from hand to mouth and will probably continue to do so throughout the Spring season. The manufacturers and wholesalers are expecting the retailer to follow this policy, but some of them are expecting that the result of one of these trips into the market will be to create an immediate demand for merchandise that will be hard to fill. That remains to be seen.

At any rate, the retailer is, to carry out the simile used by the above-mentioned retailer, making his first trip into the market for a number of lines of men's wear. He is nibbling here and there, sweetening up his stock and making it brighter with new goods. His next trip into the market will depend upon how hard the consumer knocks at his door for Spring merchandise. The harder, he says, the better; and the manufacturer and the wholesaler breathe a fervent Amen. The January and December sales have, in many cases, reduced stocks to a marked degree. We have talked to not a few retailers who have said that their January business, in volume, was bigger than the January of 1920, though profits were nil. It is only a matter of time until buying between retailer and manufacturer or wholesaler will reflect more nearly than it does now the buying between the retailer and the consumer. But the retailer's buying at present is still hedged about with scrupulous care.

CLOTHING

Some of the biggest retail houses in the country are placing orders for quantities of Spring clothing. That, perhaps, is the first indication of the more normal flow of trade that is bound to come. No industry, like no individual, can live unto itself alone. The reopening of steel plants, automobile factories, etc., is bound to have an effect upon trade. Unemployment exerts an influence on more than the unemployed merely; it has the tendency to tighten the purse strings all round. With the unemployment situation brightening, as it assuredly is brightening, trade will also take on a brighter aspect. It is doing it now, and the clothing manufacturers are feeling it a trifle. There are no large orders, but there are some orders, just the same.

Looking ahead to Fall, as one usually does at this time of the year, there is little that is substantial on which to base opinions or predictions. Clothing manufacturers have recently experimented with a new plan to speed up production in an effort to reduce the cost of production all round, and their experiment, so far, is meeting with signal success. This will, undoubtedly, have some bearing on Fall costs. So far as piece goods are concerned, English prices are still very firm with a slight tendency downward. Reports reaching Canada are to the effect that Germany is buying a good deal of woollens in the British market at the present time. We know the case of a certain agent in Toronto who received a cable a few days ago advising him not to sell any more goods, awaiting a slight revision upwards. This is only one instance, however, and may be only temporary. There are some "distress goods" on the market that can be bought at very low prices. Canadian prices for Fall show only a slight reduction over Spring prices. The raw material seems to have reached rock-bottom; any further change in prices will depend upon labor costs. At this time, however, no forecast of Fall prices is possible.

HATS AND CAPS

The Spring trade in hats and caps depends largely on the efforts of the retailer. A man who sells nothing but hats and, therefore, studies men on the street, in the street cars and in the hotels, said to Men's Wear Review a few days ago that today men were the "sloppiest" they had been, so far as head-gear was concerned, in years. He was right. Look for yourself. A Spring and Fall season have now passed with a sub-normal trade; hence a poorly "crowned" lot of men. There is no branch of the trade that should have a brighter outlook for Spring than the hatter, but he must create sales.

A manufacturer's agent issued a warning to us recently. He said that it would be necessary for the retailer to brighten up his stock with Spring styles. These will help to sell whatever stocks he may have on hand. The danger he wants to steer clear of is over-loading himself with too much Spring stock, thus making still more useless any stock he may have on hand and spoiling the Fall season of this year. The way to help things back to normal, he said, was to avoid the accumulation of any more dead stock; if this was done, the retailer would have a normal or even good Spring trade with a clear road ahead for Fall.

There is some sorting business going on at present in Spring lines. Some of the Canadian

hat manufacturers are working on Fall lines and we are assured that some very creditable models will be shown later on in the year. At present, it is impossible to give any idea of Fall prices. There are cases where the sale of "distress goods" is reacting against the manufacturers and wholesalers.

SHIRTS AND COLLARS

During the last month there have been no further reductions in shirt prices and some retailers who have recently placed orders for future delivery have found that they are paying more for them than they have been selling them at during their December and January sales. Prices are firm. Business, as yet, is not very active in these lines but there is some sorting going on for the Spring trade. A number of new soft collar styles are being shown. Travellers are about to start out again and the feeling among the wholesalers and manufacturers is that the retailers' stocks are low and that they will get a very fair reception during their trip.

NECKWEAR AND HOSIERY

The activity in hosiery and neckwear trades is only of a sorting nature. Spotty orders are being placed and prices are unchanging except for "distress goods." Neckwear men are strongly of the opinion that the stocks of the retailer are very low and they will come into the market in the very near future for their Easter and Spring requirements. In neckwear silks there have been some slight advances within the past few weeks; the silk situation, as a matter of fact, shows increasing firmness day by day.

Hosiery buyers who usually place their orders at this time of the year for Fall, or would do so very shortly, are in a waiting attitude. Their own stocks are well up and they will await the Spring development before committing themselves for Fall. English prices, according to import men, show only slight reductions as yet.

UNDERWEAR

Travellers on the road are taking fair sorting orders from retailers whose stocks are reported to be pretty low. Within the last few days there have been very slight decreases in certain lines of underwear. Business, however, is only of a sorting nature; but the run-down condition of stocks seems to be a pretty safe guarantee for future business.

CANADIANS ENCOURAGE "DRESS UP" IDEA

(Continued from page 33)

"It will pay you to swap. We make a fair allowance for old suits and overcoats."

Calling Attention to Wearing Points of Overalls

The Hudson's Bay Company, Vancouver, B. C., seated a male figure clothed in overalls on two trunks in the middle of a show window. Lying close by was a pair of working gloves. Hung in different positions at each side were other overalls; running from the part discussed to the window glass were ribbon chains. The cards bore such arguments as: "Double cross back suspenders," "Continuous fly," "Lots of stooping room," "Jacket to match," "Roomy coat," "Full 44 yards to each dozen," "Stifel drill." Such tools of trade as a saw, a hack saw, wrench, pickaxe, gloves, etc., were placed here and there on the floor, for the purposes of "atmosphere."

An Overall Sale Trim

MacDonald's, Ottawa, Ont., displayed heavy Savanah white duck overalls on headless forms, placed on oak pedestals. The headless part of each figure was topped by a blue and white checked handkerchief, tucked in at the neck. A few coats and pants were laid separately over hangers, draped at the base with mouse brown matting. Occupying the rear sides and centre was a portable screen, the panels of which were about two feet wide and five feet high. The panels were covered with rose brocade wall paper, while the borders were treated to a liberal coat of green paint. The card exhibited down in front was that of a newsboy with his familiar "Extra" cry. Beneath this was this effective announcement:

"Extra! ! !

"Just arrived. Painters' white overalls, made of heavy Savannah duck. Note price below.

"—$2.50—"

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ORGANIZATION BRINGS NATIONAL CONSCIOUSNESS

(Continued from page 29)

the path of merchandising at this critical time.

Retailers a Little Too Modest

The statement was frequently made by delegates at Brockville that it was not the business of the retailer to tell Sir Henry Drayton what kind of a tax, if any, should succeed the Luxury Tax. It is the business of the retailer to look after his interests and in looking after his interests at this time it is necessary for him to have considerable to say about methods of taxation. As a class, he pays more taxes than any other class. Why should he not have something to say about methods of taxation?

What Can be Done at Ottawa

When the convention is held in Ottawa, in February, this matter of taxation will, undoubtedly, be discussed. It will be asked, no doubt, to support the action of the Dominion Board in requesting the Government to levy any taxes that may be devised to take the place of the luxury tax, at the point of importation or manufacture. If advisable, let the convention go to the Government in a body, as representing an important section of the R. M. A. of Canada, and state to the Government emphatically that this is the kind of taxation favored by business men. It will be an expression of national consciousness that will be taken up by business men the country over.

HOPEFULNESS IN HAT BUSINESS

(Continued from page 30)

of whatever reductions, if any, are possible.

To the Canadian hat manufacturer, and to all other Canadian manufacturers of men's wear lines, we would like to refer to what Sir Henry Drayton said at the Eastern Ontario and Ottawa District Convention in Brockville in January. He said that, last year, we had bought over $1,200,000 worth of hats across the line at a time when the rate of exchange was considerably against us. The inference was that we should either buy Canadian-made hats or buy them in England, for what helps England also helps Canada. It is up to the Canadian manufacturer to sell a product in which he has, and rightly has, a great deal of confidence. If he can produce as good a hat as any other manufacturer let him tell the trade so through his advertising and his salesmen, but don't let him rest on a mere "Made in Canada" campaign conducted by somebody else. He should conduct his own "Made in Canada" campaign, and should conduct it most vigorously. It will bring results.

Suggestions for Show-Cards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

THE CLOTHES THAT BOTH BOYS AND PARENTS LIKE.

THE QUALITY OF THIS MERCHANDISE WILL STABILIZE PUBLIC FAITH.

ONE MAN'S LOSS IS ANOTHER MAN'S GAIN—HERE IS YOUR GAIN.

THESE TIES WILL STAND UP UNDER THE MICROSCOPE OF A DISCERNING BUYER.

TWO DOLLARS' WORTH OF WEAR FOR ONE DOLLAR INVESTED

COME IN—YOU ASSUME NO OBLIGATION IN LOOKING.

HAVING CONVINCED OTHERS THAT THESE GLOVES ARE RIGHT LET US CONVINCE YOU.

COLLARS THAT ARE NOT TOO STIFF TO COME DOWN IN PRICE.

THE ANSWER TO "TO BUY OR NOT TO BUY" IS GIVEN BY THIS ATTRACTIVE HAT.

THERE IS A WELL BALANCED BLENDING OF STYLE, MATERIAL, AND WORKMANSHIP IN THESE COLLARS.

A SMART DOUBLE BREASTED MODEL FOR THE CORRECT AND REFINED BUYER.

SPECIALLY SELECTED MERCHANDISE FOR OUR FEBRUARY SALE.

CLOTHES WITH STYLE THAT BRING PROFIT TO THE WEARER.

QUALITY COUNTS TO-DAY AS NEVER BEFORE—HERE IS QUALITY.

NOTE THESE OFFERINGS IN SHIRTS—WE HAVE MANY OTHERS INSIDE.

OUR ASSURANCE GOES WITH THE PRICE AND QUALITY OF THESE HOSE.

THE MARKED STYLE OF THIS CAP HAS MADE IT A SALES LEADER.

A RIGID STANDARD OF CRAFTSMANSHIP IS THE OUTSTANDING FEATURE OF THESE CLOTHES.

CLOTHES THAT SPEAK AND LOOK REFINEMENT.

HERE IS THE CANADIAN ACE IN NECKWEAR STYLES.

CORRECT STYLES AND COLOR IN SPRING HATS. POST-WAR VALUE AT PRE-WAR PRICES

THESE PRICES PROTECT YOU AGAINST FURTHER REDUCTIONS.

YOU CANNOT BUY UNDERWEAR THAT IS MORE PROFITABLE THAN THIS.

THE OUTSTANDING FEATURES OF THESE CLOTHES ARE STYLE—FABRIC—PRICE.

DURABILITY WITH STYLE AND POPULAR PRICE.

GOODS WELL BOUGHT ARE HALF SOLD—THESE GOODS SELL THEMSELVES.

BED-ROCK PRICES WITH TOP-NOTCH VALUES. WE LIVE UP TO OUR REPUTATION IN OFFERING THESE GLOVES.

IF YOU ARE LOOKING AROUND, COME INSIDE. CRAVATS THAT HAVE A DISTINGUISHING MARK ON THEM.

CLOTHES THAT TELL THE TRUTH.

Styles for Season of 1921-22 to be Conservative

Canadian Designers Believe Merchants Want Garments That Guarantee Safe Turnover—International Convention Cut Down on Form-Fitting Styles—Some Models Are Outlined.

WHILE the style forecast adopted by the style committee of the International Association of othing Designers recently held in Chigo announces that the tendency for ll and Winter is toward the liberal use garments expressing more individual- and that hence there will be a dend for all types of sport and novelty ects in suits and overcoats, the feelg amongst Canadian designers with om Men's Wear Review has talked that conservatism will again feature the Fall and Winter creations, 1921-22. ere will, of course be a sprinkling of velties for the young men who seek e extremes in dressing, but these are ely to be few. As one designer put "While the style tendency as exessed at the Chicago Convention was vard several extremes, in Canada we ll follow much more conservative es." Or as another designer said, ne may say that the style tendency in nada for the coming Fall and Winter ason will be decidedly conservative; ere will be very little that is new or treme."

Taking Note of Conditions

The reasons for the conservatism of Canadian designer are, perhaps, obus. In the first place, Canadian les are always more conservative n those across the line. There is ther the number of people nor the mopolitan population that can absorb extremes in styles in this country as the United States. An extreme style oss the border that dies on the manuturer's shelves can be unloaded much re easily than in Canada.

And this constitutes one of main reas, if not the main reason, why few remes will figure in the coming Fall l Winter program. "Merchants the ntry over are not in an attitude of nd to invest their money in styles t will die," is the way one clothing nufacturer expressed himself to Men's ar Review; while another said: "To p down the price for Fall to where the rage merchant wants it, fancy yokes, es and trimmings will have to be forten." Note is being taken of the es in designing the Fall and Winter les. Travelers on the road these s with clothing, are being asked very quently: "What is your lowest line?" e clothing manufacturer has taken e and will give a good, conservative le, having all the essentials of a hly tailored garment, but with the ls missing. He knows that the mernt does not want to carry any "dead" ck; so he is trying to figure out styles t will always make his stock saleable, with a sprinkling of the extremes that will not interrupt rapid turnover.

Styles for Men's Models

The forecast of the style committee at Chicago with regard to the specifications for men's models based on size 37 are:

Style, three button sack, waist length 17 inches, full length 30 inches; blade effect, clean; back effect, slightly body tracing; back finish, 8 inch plain vent; shoulder width 5 inches and effect square; lapel, low gorge, notch, dimensions 3½ inches; cutaway front, with corners slightly rounded and button spacing 1 inch above the lower pocket; front effect, medium chest; regulation style of pockets, located 11 inches; sleeve size is 18 inches at elbow and 11 inches at hand, with open vent.

Young Men's Models

Based on size 36 for semi-young men: waist length 17 inches, full length 30½ inches, with easy blade effect; back effect is broad at blade to medium waist suppression and close clinging at seat; no vent in back; shoulder width 4½ inches with square effect; lapel, low gorge with notch with 3½ inch dimensions; slightly cutaway with rounded corners and button spacing 1 inch about the lower pocket; full chest front effect; regulation style of pocket, location 11 inches; sleeve size 14¼ at elbow and 10¾ at hand with open vent.

In a three button sack for young men based on the same size, the waist length is given as 16 inches with full length 30½ inches, with blade effect, easy; back effect is form fitting with defined waist lines, a 12 inch hook vent; shoulder width 4½ inch, square with slight pleat effect in sleeve head; low gorge, notch lapel, dimensions 3¼ inches; slightly cutaway front and full chest; regulation pockets, location 10 inches; sleeve size 14½ inches at elbow and 10¼ inches at hand, with open vent.

ONE BUTTON SACK: — General specification for young men's sack with peaked lapel and slightly slanting flap pockets.

TWO BUTTON SACK:—Specifications for young men's three button sack, with semi-peaked lapel.

FOUR BUTTON SACK:—Specifications for semi-young men's sack, with short lapel, high gorge, soft roll; plain vent 8 inches; plain pockets.

TWO BUTTON DOUBLE BREASTED SACK.—Specifications for young men's single breasted sack, with buttons four inches from edge, 4½ inches apart, and lower button 1 inch above pocket.

THREE BUTTON DOUBLE BREASTED SACK:—Specifications for young men's single breasted sack with buttons 4½ inches from edge and lower button on line with pocket.

FOUR BUTTON DOUBLE BREASTED SACK:— Specifications for young men's sack, with buttons 4 inches from edge, lower button 1 inch below pocket.

YOUNG MEN'S TROUSERS:—Cuff bottom, 17½ inches at knee and 14½ at bottom; plain bottoms, 18 inches at knee and 15 inches at bottom.

MEN'S VESTS:—Five buttons, no collar; for young men, six buttons, low opening.

ONE BUTTON FROCK COAT:—Waist length 16½ inches; full length 38½ inches; flat braided; sharp cutaway; peak or notch lapel; coat for semi-dress and to be worn with striped trousers.

MEN'S TUXEDOS.—Specifications of men's sack, with silk faced peak lapel and flap pockets; and for young men, specifications of young men's three button sack, with notch collar; the collar, lapel and cuffs of silk; satin welt breast pockets.

MEN'S FULL DRESS COAT:—Waist length 17 inches, full length 40 inches; natural shoulder; silk faced peak lapel; bound collar; for young men, 16½ inches waist length, 40 inches full length; skirt effect narrow and pointed notched collar; collar, lapel and cuffs of silk; breast pocket, welt bound.

Styles in Overcoats

MEN'S CHESTERFIELD:—Length 42 inches; velvet collar; regulation pocket, and vent.

MEN'S THREE BUTTON DOUBLE BREASTED:—Length 41 inches; regulation pockets; lines to follow men's sack, and for young men, length 40 inches, follow general lines of young men's sacks; velvet collar; velvet piped cuff, and hook vent.

ULSTERETTE:—Three button double breasted; waist length 17 inches; full length 43 inches; back effect loose, well drawn in by belt, one-piece three quarter belt; deep hook vent, effect of front form fitting; lower button two inches below pocket line; pocket 11 inches below arm hole; patch and flap pockets.

STORM ULSTER: — Four button double breasted, 48 inches long; patch pockets and flaps; two-piece back belt, two buttons; plain centre vent; cuff on sleeves.

RAGLAN:—Three button double breasted, length 46 inches; large patch pockets; one or two piece sleeve; deep arm holes; belt all round; cuffs on sleeves; convertible collar.

DOUBLE BREASTED SLIP-ON OVERCOAT:—45 inches long, split sleeve with cuff; slash pockets, belt all round.

A Plain Talk to Merchants

Manufacturer Says Retailer Should Be Content With Fair Profit—Prices Were Marked Up in Accordance With Cost of Replacement on Rising Market—Same System Should Be Followed as Prices Fall.

THERE is no use in denying that all the way through business in the past few years extravagances, weaknesses and abuses have crept in; most concerns are paying for them today in one way or another. In his position as a manufacturer and wholesaler, selling the retailer, the author of this straight-from-the-shoulder talk has been in close touch with retail activities from a number of angles. A big chance lies ahead for retailers, he feels, to trim their sails to to-day's business winds. He points out some particularly untimely practices which retailers can well improve on, and tells some retail opportunities as they appear to the manufacturer.

This article appeared in February System, the Magazine of Business.

SOME human beings are "easy." And some business houses are the same way. Most of the grief in business comes to or is caused by the people who are "easy."

We have been through an easy period, so far as regards doing business. Selling has been easy. Money has been easy—most of the time. Collections—credits — advertising—the whole business structure—they have all been easy. But this is not a permanent condition.

Now things are changing. Before we get under full steam in the midst of new conditions, why not stop long enough to tighten up our belts?

With regard to prices, for example: why is it so hard for business men to give up the long individual profit, and so easy to sacrifice the profit on volume of sales? In my business I want to cut prices just as often as I can, while retaining a profit. Why? Because we are philanthropists? Most certainly not. But we can see on the cost sheets that when our volume in production increases, say by 50 dozen pairs of gloves a week, our overhead per dozen goes down correspondingly, 20 cents, 30 cents, in one case 41 cents.

But very commonly I find a different attitude, evidence of which came to me the other day in a letter from a customer in the Middle West. He returned a pair of women's gloves that we had recently sold him. They were torn and he said in his letter:

"It seems to us that a woman who pays $4 for a pair of gloves ought to be able to get more than three week's wear out of them. We believe she is entitled to have her money back. Furthermore, we can not see that it is any fault of ours, but it is clearly a defect in the gloves themselves, and we want a new pair to replace these."

I wrote to them about as follows:

"We agree absolutely with everything you say in your letter. A woman who pays $4 for a pair of gloves is certainly entitled to her money back if they don't wear longer than three weeks. But we want to ask you plainly, who charged her $4 for the gloves. Not ourselves! We sold this glove to you at $16 a dozen, or $1.35 a pair."

I call this sort of thing by a plain name—cheating. I don't believe it is even remotely to be considered as good business. I don't think it is ordinary horse sense. Ourselves, we sell on close terms. We never allow an element of inflation in any of our price quotations. Our terms are net ten days.

Furthermore, we make it a rule in our institution that we have but one price. When a customer is given a line of credit, the limit of the credit does not in any way influence the price. A little store in Columbus, Ohio, can buy our finest quality gloves just as cheaply as any of the larger stores in the United States of America.

We make it a rule to sell honest goods and conduct an honest business and we guarantee our product against manufacturers' imperfections, and we replace with a new pair any imperfect glove that has not been worn, soiled or out of our possession longer than six months. We do not give discounts of any nature, character or description to any customer regardless of the size of his account, the length of time he has been buying from us, or any other consideration.

When is Retail Price to be Based on Replacement Value?

During the past four or five years the general rule was: establish your retail price on replacement value. The replacement value of a item was never upon th lowest quotation of th market at the date th merchant marked his reta price. If a merchant re ceived a back order fc gloves upon which th basis was figured at $2 per dozen, and at the tim of delivery these goods ha advanced to $30, or som irresponsible party quot ed $32.50 he took his $2 goods, figured that the would cost $32.50 to re place, and then marke his 50 per cent. on th cost as his selling pric In other words he marke $32.50 goods at $48.75 pe dozen; and when it did nc figure out quite even a $48.75, he never said t himself: "I will make them $4 and gi the customer the benefit of it." No, wh he did say was: "I will make them $4.5 and get all I can while the getting good."

Now that there has been considerab circulation given to the possibility a well as the probability of declines i prices, that same merchant does not fe that the rule works both ways, that th merchandise that he has on his shelv shall be priced at replacement value, s that the customer may receive some c the advantages of the decline in whol sale prices. That would not fit his po icy of "get while the getting is good He is not willing to take the medicir which he subscribed for his customer

I could give you very specific instanc where the retail merchant, whether h be located in Detroit or Dallas, No folk or Cheyenne, Wyoming, Portlan Maine, or Los Angeles, California, ha always figured that he is going to tak advantage of the situation, no matte what the effect may have been. A goc many firms have the feeling that th public is long-suffering and kind an so should bear the burden and relie them of the strain.

Even aside from the evident unfai ness of this theory, it is wrong. Th public is long suffering and kind bu there is a limit even to the publ patience. Sooner or later it will reb as has been so vividly shown in the pas few months. There has been no tim when there were not wants to be su

plied, nor when people lacked money, yet sales have fallen lower than at any time for a number of years. The limit of public patience was reached. Supply and demand explanations of higher prices no longer satisfied. The public stopped buying until reductions should be made. Demand disappeared and merchants were forced to bear some of the burden which many had tried to shift. The long suffering public was no longer kind.

The replacement question applies to the insurance companies. We were compelled to insure full value, basing our amount of insurance on replacements. If any of us to-day were to have a fire it is questionable as to the amount we would collect. If 100 per cent. of the retail merchants insured on replacement values of a year ago and the policies continue in force under the three years working contract, and we have a fire now, we would never be able to get the insurance paid.

About terms: in our business, as I have said, terms are 10 days net. We figure that we are in business for the sake of selling merchandise, not to do a banking business, or to conduct an eleemosynary institution. Take the man who buys on 60 days. If he turns his merchandise four times a year, then he does business for 240 days of the year on money belonging to somebody else. I don't think that can be called business.

I met a buyer the other day, and stated our terms.

"Why," he exclaimed, "I wouldn't buy from anybody, I don't care who it is, on 10 days net. Don't you know that often a majority of our departments don't make any profit—that the office may be the only department making a profit, through its discounts?"

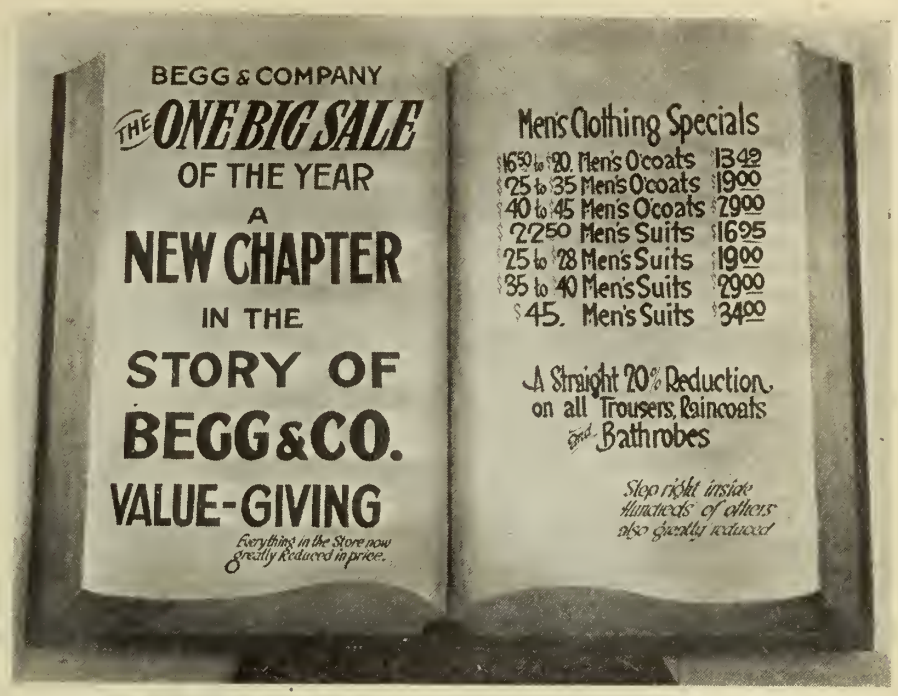
"Then why," said I, "don't you do away with the other departments and just keep the office?"

These are a couple of the ways in which it seems to me that business men are "easy." Why be so lax about prices? The excessive mark-up drives away profits in the long run, instead of attracting them. Why fuss about giving or getting long-time datings?

Most all of us would do better if we would take a training in paying spot cash. Then we would have to think about our rates of turnover, and real self-supporting merchandising, not merchandising dependent on the other fellow's good nature and easy-going habits. That is the kind of merchandising that will stand the test in a time of business depression.

With it all, we ourselves are not inclined to worry very much about these things. We attend to our own business according to our own ideas. We simply take care of our work each day. We are hoping that some day we shall be able to get caught up with the orders now on file and that we shall see a bit of daylight ahead. We have this satisfaction, that our business conduct during the past has brought us a reward that is indeed most gratifying. We are making constant gains and our policy of dealing fairly with the customer evidently wins out.

We do not in any way attempt to dictate what our customers shall or shall not do nor do we allow them to dictate to us what we shall do. We simply follow their instructions as nearly as we can and when we do sell we sell strictly on our terms, and we never under any circumstances let any customer write the terms for us. That is our job.


BEGG & COMPANY
THE ONE BIG SALE
OF THE YEAR
A
NEW CHAPTER
IN THE
STORY OF
BEGG & CO.
VALUE-GIVING
Everything in the Store now greatly Reduced in price.
Men's Clothing Specials
$15 to $20 Men's Overcoats $13.42
$25 to $35 Men's Overcoats $19.00
$40 to $45 Men's Overcoats $29.00
$22.50 Men's Suits $16.25
$25 to $28 Men's Suits $19.00
$35 to $40 Men's Suits $29.00
$45. Men's Suits $34.00
A Straight 20% Reduction on all Trousers, Raincoats and Bathrobes
Step right inside Hundreds of others also greatly reduced

Above is the reproduction of a couple of pages in a new chapter in the story of Begg & Co., of Hamilton. The original of this reproduction was a very large piece of cardboard which, with one other the same size, about filled one window of Begg & Co.'s store. With these two were two others, smaller, and with the written page referring more particularly to boys' clothing and furnishings. These four double pages, therefore, filled the two large windows of the Begg & Co.'s store. There was not merchandise in the windows at all for two or three days after this novel bit of sale advertising appeared on the 29th of December. Time was taken by the forelock and instead of waiting for the turn of the year, Begg & Co. announced the one big sale of the year between Christmas and New Year's.

The window attracted a good deal of attention because of its extreme novelty. To have something in conspicuous windows that looked like a book store and that told a story in a very simple and direct way was something out of the ordinary. Only a few palms and ferns were displayed with this "new chapter" for some days; then a little merchandise was put in with it.

Clayton's, of Detroit, did a somewhat similar thing at the same time of the year, but their scheme was operated more through their newspaper advertising. Their first advertisement was simply the reproduction of a closed book with the announcement that they would be closed for a whole day. Why?

The second advertisement showed the book opened and the announcement was made of a double reduction sale, that is, an initial reduction of from 15 to 30 per cent. was made to bring their merchandise down to a basis of replacement values, then a second 15 to 30 per cent. reduction on account of the sale. Subsequent advertisements continued the story of the store's success in the double reduction sale which they were conducting.

The March Issue

March issue of Men's Wear Review promises to be the best one yet. It will contain a verbatim report of the Toronto convention to be held February 21st and 22nd. A special feature of it will be some special stories of merchandising as gathered by one of the editorial staff who will visit Buffalo, Rochester and Syracuse. This number will be well worth getting.

No Idea of Fall Prices in Boys' Clothing: Spring Prices are Down About 20 per cen.

Harry Keens, of W. J. Keens Co., Ltd., Toronto, Says They Are Trying to Meet After-the-War Demands of the Feminine Purse—Must Have Lively Patterns—Manufacturers Not Speculating in Made-up Clothing.

THE need of economy impresses itself first upon the feminine purse. At least that is true of the majority of housewives and mothers, though there are some doubts in the minds of many men whether this virtue is as apparent in the upper stata of society as in the middle or lower classes.

And as the mother has become an increasingly important factor in the retail market, the makers of merchandise keep her in the backs of their minds when producing their wares. Even in the purchasing of men's suits, "wee wifie" must be considered, for woe to that man who sits opposite his wife two or three times a day adorned in a suit of clothes that rouses the antipathy or, worse, the ire of his spouse. His way, like the way of the transgressor, is hard. And so, when he wants a new suit of clothes, he invites his wife to accompany him to the store where he is to be arrayed in a new garment. If she is satisfied, all is well; all he has to do is to pay for it and that is much to be preferred to a perpetual wrangle over a suit of clothes that does not suit "milady."

Largest Purchasers of Boys' Clothing

The mother is the largest purchaser of boys' clothing to-day. It is she who takes the young man to the store to select his suits and overcoats and accessories for him. Her taste must be satisfied as well as her purse. And according to Harry Keens, of the W. J. Keens Co., Ltd., of Toronto, the time has come when mother is demanding lower prices. "During the war," said Mr. Keens, to Men's Wear Review, "a mother thought nothing of paying $15 or $20 for a suit of clothes for the boy. Wages were high and many of them were getting military cheques, giving them, altogether, more money than they had ever had in their lives before. But times have changed and mothers are looking for cheaper clothing for their youngsters. They now want something around $8 or $10 or $12 and we are trying to give them what they want."

Must Have Attractive Patterns

Mr. Keens said that the pattern was the important thing with regard to boys' clothing. Something must be turned out that attracts the eye of the boy and his mother. Suitable trimmings have to be selected for their suits, and this phase of manufacturing of boys' clothing makes it almost as difficult and delicate as manufacturing women's or girls'

clothing. Canadian mills, he said, were turning out good material for boys' clothing and they were depending largely on this market for their goods. As a matter of fact, Mr. Keens said, the pattern was of more moment than the quality of the goods because it seemed as easy for a vigorous, growing boy to wear out or have to discard a piece of the finest worsted as a piece of goods that did not have quite the same high-class quality in it. Whereas a man may wear one or two suits for the whole year, the boy has to have three or four; so that it does not pay to invest too much money in quality. The looks of the suit is the more determining factor.

Spring Prices Down 20 per cent.

"As far as we are concerned," said Mr. Keens, "our Spring prices are down about 20 per cent. from what they were. Lower wages and the drop in the price of the raw materials have given us back about ten per cent. of the cost of production. The reductions from the Canadian mills for Spring materials was between five and ten per cent., while the cost of labor for our garment workers came down about ten per cent.

"So far as Fall is concerned, we have little or no idea of what prices will be. The drop in prices from the Canadian mills is about 20 per cent. in comparison with their prices of a year ago, but we have not bought any piece goods for Fall yet. We will have to take a big loss on the yardage we have in stock and are prepared to do so. Piece goods that were $3.00 a yard from the Canadian mills a year ago are now $2.40 and there are similar reductions in other lines. On English woolens, the price reductions are between 10 and 20 per c[illegible]. But people are still looking for lo[illegible] prices and our position is that we s[illegible] have to make up about ten per c[illegible]. to come out right and equal the cost f[illegible] production.

Have Few Made-up Suits

While their stocks of piece goods [illegible] fairly high, Mr. Keens said that th[illegible] made-up garments would not last th[illegible] a month if there was normal busine[illegible]. According to him, buyers are com[illegible] into the market more and more th[illegible] days instead of placing their custo[illegible]ary orders through the travelers. T[illegible]t they would continue to do so for [illegible] time and that the bulk of the Spri[illegible] sorting would be done this way was [illegible]. Keen's belief, and this opinion is shar[illegible], according to information given Me[illegible] Wear Review, by manufacturers in oti[illegible] lines. Some keen buyers have come in[illegible] the market during the last few wee[illegible], apparently convinced that they can p[illegible]chase merchandise cheaper now th[illegible] they will be able to in a few weeks wh[illegible] a rush is likely to be created by delay[illegible] buying taking place all at once.

Manufacturers not Speculating

Mr. Keen and other manufacturers s[illegible] that they do not feel like speculati[illegible] in made-up merchandise and from t[illegible] best information Men's Wear can ga[illegible]er, the quantities of made-up goods [illegible] many lines are comparatively small. [illegible] $50,000 stock may look very large wh[illegible] it is not moving, but with a few wee[illegible] normal business it will soon move o[illegible] The manufacturer does not feel li[illegible] going ahead," said one manufacturer [illegible] Men's Wear Review, "he does not f[illegible] like speculating by making up anythi[illegible] In any case, the banks will not loan t[illegible] money and labor costs may be ev[illegible] cheaper in a few months. All the[illegible] things have the tendency to make u[illegible] certain the costs of production so th[illegible] it is hard for us to fix prices." This [illegible] quite the case. As a matter of fact, [illegible] know of instances where the prices [illegible] spring lines of clothing had not be[illegible] definitely fixed by the end of Janua[illegible] Ordinarily, a fair estimate of fall pric[illegible] would be known at that time of t[illegible] year.

There are assuredly some lines, so[illegible] styles, some colors, some novelties th[illegible] men will buy. Find out what they a[illegible] stock them—as few as you like—and th[illegible] sell them.

Announcing Reductions by Mail: Methods of Sample Bros. and Begg & Co.

How Firms With Big Mailing Lists Tell Their Customers of Price Reductions—The Use of the Editorial Type of Advertising

MERCHANTS who have large mailing lists are not only using them extensively during their readjustment period, but it is interesting to see just how they are using them to make announcements of lower-priced merchandise and the cause for the same. There are some retailers who view the type of newspaper advertising that is ordinarily used during a sales period with considerable disfavor and, consequently, resort to more conservative methods of reaching their patrons. A class of advertising that has been used with considerable effect during the last six or eight months is that which has become known as the editorial type. For instance, Lord & Taylor, the ultra-fashionable departmental store of New York, recently used this style in making it known to the public that the price of their merchandise had undergone a revision downwards in view of replacement values. They made it very emphatic in this editorial advertisement that they were not conducting a sale; the point they drove home was that merchandise was cheaper and that it could be bought cheaper at Lord & Taylor's.

Sample Bros., of Kerrobert

On January 1 Sample Bros., of Kerrobert, Saskatchewan, sent out a very conservatively composed letter to their customers. It is worth quoting:

'Dear Customer:—

"Price readjustment to a lower scale cannot be made without losses.

"Prices have turned downward; raw materials are at a lower level, and the producer of these materials is only receiving a fraction of the peak prices which he has, heretofore, been receiving.

"Manufacturers are revising their prices downward, and the retailer must bear a share of the losses, too, in the general downward trend. We are taking our losses now, believing our first loss will be the least; and our patrons may buy with the fullest confidence that they are receiving a square deal at Sample Bros., for we are taking every actual price reduction on our present stock on hand just as fast as we learn of them. In sharing these readjustment losses you will expect us to reduce our prices regardless of profit, but you can understand it will be necessary for us to place our business on a stricter cash basis.

"We will still continue our thirty-day account basis but when accounts are not paid within fifteen days after rendering, ten per cent. interest per annum will be added. This will be strictly adhered to, as you can quite understand where little or no profit is being taken it would be impossible for us to do otherwise.

"We feel confident you will appreciate our efforts to assist in bringing down the H. C. of L. and will give us your generous support as in the past.

"Yours for better and bigger business."

Begg & Co., of Hamilton

Begg & Co., Ltd., of Hamilton, in announcing "The One Big Sale of the Year," in which every article in the store was reduced from 25 to 50 per cent., make this announcement in a personal letter through the mails. It runs:

"Unusual conditions must be met by unusual methods — we have something unusual to announce.

"You, no doubt, are one of many men who have been well fed during the past year on so-called sale propaganda. We believe that thinking men are not misled by loud newspaper talk. We have not felt it advisable to use hysterical methods to stampede you into purchasing during this period, but have persistently carried on a systematic policy of giving our customers the benefit of current prices.

"The warm, unseasonable weather of the past month has left us with unusual stocks of clothing, furnishings, hats and shoes. This, coupled with the fact that in the very near future our plans call for a complete rearrangement of our stocks, as we purpose adding two big new departments to our store. This has forced us to take very drastic measures in order to reduce our stock by one-half.

"Perhaps you have been waiting for this opportunity.

"Come expecting much—you'll not be disappointed."

A TOUCH OF SPRING IN MID-WINTER

Continued from page 28

sive and are looking ahead of the little present. From your viewpoint, that is something worth remembering. The mere fact that the window does not bring sales at this time of the year is no reason for assuming that it is wasted effort and that it is not paying its way as an organization. The window is the announcer of styles as well as the silent salesman whose work extends over every hour of the day. It might much better be devoted to creating business for the coming days at this time of the year than displaying lines of goods which will sell without display when the winter is fast ebbing from us.

In the matter of using window space for the display of spring goods, stores in many of the American cities are ahead of Canadian stores. One may see many spring displays there early in the month of February, when the dealer realizes that the backbone of the winter trade has been broken. They feel that it is making the best use of window space during a period when the immediate selling power of the window is at a premium because the demand for winter goods is prompted solely by necessity.

A Touch of Summer, Too

It is not a bad thing to give even a touch of summer in the first spring displays of merchandise. It is a pleasant reminder that winter will soon lose its stern grip and that bright, sunshiny days are just over the hill. A straw hat or two shown in the centre of a spring display of this kind would lend an additional tone of attractiveness about it that would be very arresting. People are not accustomed to seeing a display of straw hats in the middle of February; for that very reason it would arrest the attention of the passerby. At the same time, the artistic arrangement of the window would not, in the least, be impaired. With a careful choosing of harmonious colors, suggestive of the spring of the year, conveying to the mind of the passerby that the time of budding trees, of spring freshets, of singing birds is soon to come, such a window could be made attractive and well worth while from the standpoint of a business-getter.

Men don't expect comparative values on new things—it's only the old stuff that engenders suspicion.

New Style Of Advertising By R. J. Tooke

One of the newly-successful methods of advertising employed by various wholesale and retail firms is that of the editorial style. Here is how R. J. Tooke, Ltd., of Montreal, takes a wallop at all and sundry newspaper editors and, incidentally, calls attention to the fact that lines of clothing which he carries are greatly reduced for the Spring.

Editor Star and all other editors:—

I do not blame any Canadian news editor individually for the free advertising which has been given in Canada's leading dailies to the Chicago and New York clothing factories during the past year. The Americans are trying their level best to put things over on the Canadians, and I presume that the publication of items such as are flare-headed in Canada's newspapers make the Bowery clothiers gleeful. We all know the story of the two Jews on the New York Bowery who, when business was dull, attracted the crowd by staging a battle of fisticuffs in front of their stores.

Putting one over on the youthful news-gatherers is an old pastime of the seekers of free advertising.

For a time New York clothiers were working the press of Canada and the United States for free advertising by stating that they were making big reductions. The Chicago clothiers, not to be outdone before the country, are quoting tremendous "reductions"—on quality chiefly.

You publish the news free. I pay for my "publish-ity."

Why soak one and let the smart Yankee put it all over you? He just thinks you are an easy mark. He is not grateful. Men don't feel gratitude towards those whom they have cheated, or who have become victims of their duplicity or free publicity. They just say "poor boob."

If the Canadian wholesale tailor and clothier seeks publicity of this kind, he must pay for it, and pay for it at the highest pulp rates. He is the man who pays when pulp stocks go up.

Has any newspaper correspondent heralded far and wide the information that the Semi-ready Company of Montreal has taken a loss of $100,000 on the stock of imported cloth in the company warehouses? Has any newspaper told of their big reductions in price for Spring trade—reductions that give the public $10 savings on each suit, and not the paltry $2 and $3 mentioned recently in your "Chicago" despatch?

The other fellow can put "bunk" over on the public free of charge.

When I advertise reductions of $10 on a suit I have to pay advertising rates.

This Spring we are going to sell fine worsted trouserings for $10 less than last year. The Chicago yarn tells of a slight reduction of $3.50.

The fact that the papers advertise the Chicago manufacturer free of charge, and make me pay for every inch of space I use, won't help to put the Canada dollar at par.

The American Senators say they will shut their market against Canada and make our money like Mexican dollars.

If we advertise their intentions and then help along their purpose, where do we benefit?

This is not a protest of mine alone. It is the opinion of every Canadian merchant.

Men's woollen clothes are cheaper in Canada than in the United States, as they always have been, and always will be. Were it not for their higher tariff wall against the British and the Canadian manufacturer, we could control their market.

I would like to express my opinion of the systematic publication in Canada of "free readers," which glorify the American manufacturers to the detriment of the home product. I do not believe the Editor wou permit it. But it is high time the practi is stopped.

Yours truly,
CHARLES F. NELSON,
President,
R. J. Tooke, Limited.

Doing $90,000 Worth of Business in a 35x17 Foot Store

Making It Pay Where Competition is Keen—Well Arranged Sto With Full Line of Furnishings Does Not Look Crowded.

"I DO not believe many stores are doing the trade that we are," said H. Prevost, haberdasher, of St. Lawrence Boulevard, Montreal, to a representative of Men's Wear Review. "Our store is only 35 feet by 17, and yet we do a $90,000 business in it and can hardly begin to handle all the trade. What brings the customers in? Why, I guess it's the look of the store and the service we give."

The store, although of diminutive size, is perfectly appointed and an excellent example of what can be done in small space. It carries a full stock of furnishings, yet presents no sense of being crowded, though every inch of space from ceiling to floor is well utilized for stocking goods, and a small office adjacent is also lined with shelves of merchandise. The fixtures are of the most modern type, entirely of glass, and the shelves are well filled with piles and rows of goods, all ranged with a scrupulous regard for neatness and order. All goods are easily accessible for inspection by customers who are of the class demanding the highest class of furnishings, to whom style and quality are paramount before price is considered.

Mr. Prevost, the proprietor, has had sixteen years' experience with his former employer, W. Reeves, whose establishment is only a door or two further up the street, and as Mr. Prevost says laughingly, the competition is pretty keen. The unusual feature of the section of Montreal where the Prevost store is located is that there are altogether five haberdashery stores in the same block and yet each one is doing a first class, all the year round business. The trade which patronizes the Reeves store is more particularly foreign in character, while the Prevost store attracts an English-speaking trade. Hence the demand for high quality, conservative merchandise. On Saturday afternoons, the proprietor stated to Men's Wear Review, it is necessary to have seven clerks to attend to the rush of business and the usual seasonal variations seem to have absolutely no effect upon his business, since it is increasing every month. Mr. Prevost is expecting to buy the store next door in the near future, and thus be in a position to handle the remarkable expansion of h trade.

Considerable attention is devoted interior and window display in t Prevost store, and changes are effect every Friday night in preparation f the week-end rush. Mr. Prevost co siders it necessary to show a gener assortment of merchandise in his wi dows, instead of featuring a small grou display of one or two lines, since th type of window has been proved tim and time again to be the best adapte to that neighborhood.

Elsewhere is shown an example of window which has proved unusually su cessful as a salesman, and which trimmed according to the method appro ed by Mr. Prevost. As will be note there are only two ranges of mercha dise shown, shirts and gloves, but ever variety possible is afforded by the in genious arrangement of the variou units.

FAVOR SMALLER PROFIT MARGI

Continued from page 23

Spring business should open out in t usual way. Whether their opinions wi change with the development of busine remains to be seen. A year ago, co servative retailers would have laughe at the idea of a mid-seasonal sale or December sale; yet they held such sal themselves during the year. They ma do so again. The consumer, after al will be a factor in determining Sprin prices and store policies, and there ar not a few merchants who think that th consumer wants to get back to ordinar methods of conducting business.

On the other side, Wanamaker's ar holding themselves open to stimulat business by holding sales if it become necessary to do so, while Lord & Taylor have reduced their mark-up, expectin to increase their turnover by conductin business in their usually conservativ way. John David, of New York, will als narrow his margin of profit in an effo to speed up turnover. The majority o metropolitan dealers favor the lowe mark-up as the proper stimulant to trad rather than the continuance of a sale policy.

Striking Window Display of Gloves and Shirts

During a recent clearance sale of gloves and shirts the accompanying window display was featured by this well-known St. Lawrence Boulevard store. Artistic metal bars were fitted up on which to display the gloves to advantage, while the shirts were piled in neat rows according to colors, so that a very artistic blending was achieved. An example of making a virtue of necessity is afforded by the display of collars which are attached to the pillar at the left of the picture. The pillar is unfortunately placed in a position which renders artistic dressing very difficult, therefore its adaptation as a collar stand is worthy of comment.

The price cards, Mr. Prevost says, are essential adjuncts of his window, as purchasers in his district are critical of values.

NEWS OF THE CLOTHING TRADE

W. A. Johnson, of Prince Albert, is on a business trip in the east.

Canadian hat and cap manufacturers held their convention at the King Edward, Toronto, the middle of January.

Magistrate Jelfs, of Hamilton, adopts the unusual custom of wearing some shade of a red tie when presiding at the court.

Chaet & Leon and Connor Clothes Shops were seriously damaged in a big fire on Yonge street, Toronto, on the morning of January 28th.

The Mid-Winter Convention of the National Association of Retail Clothiers of the United States was held in St. Louis, January 18th-20th.

Calgary Clothing Store, in Calgary, was robbed at an early hour Sunday morning, January 16th, when two fur coats, valued at $400 and $500 each, were stolen.

Hamilton Local Union of the Amalgamated Clothing Workers refused the proposal of the clothing manufacturers there to accept a reduction of wages of $6.00 and $7.00 per week.

Panama and body hat manufacturers of the United States are considering a national publicity campaign, in which they will tell the public that prices are approximately 20 per cent above pre-war levels.

The Northern Shirt Co., of Winnipeg, capitalized at $100,000, is applying for authority to issue 3,000 new shares at par value of $50 each, bringing the capitalization up to $250,000.

Retail Merchants' Association of Winnipeg have asked the provincial government to make a test case of whether or not a merchant tailor is required to take out a manufacturer's license. Merchant tailors still refuse to take out the license.

Clothing Manufacturers' Association, of New York, has brought suit to dissolve the Amalgamated Clothing Workers' Union, with a membership of 170,000. It is charged that there is an unlawful combination and conspiracy to destroy existing industrial structure in clothing industry, by inciting workers to seize plants.

W. F. Dineen, of Ansley-Dineen Hat & Fur Co., Ltd., of Toronto, has returned from a business trip to England.

The designers, in convention in Chicago recently, decided to made an onslaught on the over-use of the Tuxedo. They are going to try to impress the fact that the Tuxedo should only be used at "stags," not where there are ladies.

William Mohrman, of South Ozone Park, N.Y., has solved the problem of the high cost of living. Though worth $160,000 he wears a $6.00 suit of clothes that he bought four years ago, and he wears the same collar that he bought six years ago. He lives in a barn.

Members of the British House of Commons have become victims to an attack of the woollies. Cecil Harmsworth strolled into the House recently with a sober bottle green; Sir William Davidson had one of a rich, red shade; and Colonel Burn, who is usually immaculately tailored, strayed in with a bright canary-yellow woollie under his morning coat.

James Crawford, for many years manager of the firm of Crawford's, Ltd., of 315 Yonge street, Toronto, died on January 16th in his 48th year. Mr. Crawford was the last male member of the firm which was founded by his father 30 years ago. His friendly nature and courteous bearing made him a wide circle of friends who learned with profound regret of his death.

The uniformed ranks of the Toronto Police Force are to be outfitted with new tunics of military style. The new tunics will have a pocket on each side of the breast, similar to the military pouch pockets. They will also have the shoulder straps and the men will wear the number on the shoulder instead of being pinned to the collar as it is now.

R. G. Long, president and general manager of the R. G. Long & Co., Ltd., of Toronto, at a banquet at the King Edward, Toronto, of their travellers, urged upon them that they should impress upon the public the desirability of buying now when prices were at their lowest. "I would advise the public to buy now because prices will be higher," he said. "Everyone will want goods at the same time and manufacturers will not be able to supply them. It takes time to manufacture them and when demand exceeds supply, prices go up."

Robt. McGriffin, Ltd., of Ottawa, are closing their Rideau street branch.

Mr. Harding, of Marshall & Harding representatives for the eastern provinces of the George Brettle Co., Ltd., of London, England, has returned from a business trip to England.

The National Prosperity Bureau of the United States has inaugurated a "Buy What You Need Now" campaign. Handsome lithographs have been prepared, called prosperity posters, containing inspiring messages. In addition color poster stamps and counter cards, all designed to help forward the buy-now spirit, will be sent to retailers for use on their stationery and in their places of business.

George E. Preston, who established the tailoring firm of George Preston & Sons, many years ago, died at his home, 309 Stewart street, Ottawa, on January 19th. He came to Canada at an early age from Broughton, Oxfordshire, England. Known far and wide as a business man of high standing, his pleasant winning ways made him many friends, and to-day he is mourned by many citizens of the capital, as well as by his widow and three sons who survive him. He was a member of St. George's Society and a regular attendant at the services of the Church of England. He was in his 75th year and died after a two months' illness.

Frank Best, up to a few weeks ago, chief of the clothing section of Manchester Robertson Allison, Ltd., is now the maritime representative of the wholesale clothing interests having their headquarters and manufactories in Montreal. Before giving up his post, Mr. Best's fellow workers in the men's and boys' clothing department expressed their good will towards him, their regret at the severance of their pleasant business relations in the same employ and presented to him a fitted travelling bag. Mr. Best reciprocated the kind feeling expressed and trusted that in his new position the same cordial relations would exist. Mr. Best is one of the well known clothing men of Canada, having had a wide experience before taking up work with M. R. A., Ltd., a considerable number of years ago as assistant to the late T. J. Morgan, whom he eventually succeeded. It was during his superintendency the M. R. A. clothing section was splendidly modernized, the firm thus giving Mr. Best and his staff every facility for exploiting their ideas.

Salesmen (?) Who Didn't Make Sales

Some Things Seen and Heard by "The Spectator"—An Indifferent Salesman Loses His Position—and the Store Nearly Loses a Friend — A Salesman Who Had No "Come-Back" on the Raw Wool Argument — Studying Contemporary Advertisements.

I WAS talking the other day with the proprietor of a large clothing and furnishing store in a central Ontario city who told me of having "fired" a salesman for inefficiency. He had given this salesman an eighteen months' chance to make good, but the culmination of his delinquencies came in the failure to make a sale of shirts to a time-honored customer of the store. The proprietor, whose business had so developed that he was unable to serve former friends in person, knew this man very well and knew that he would buy three or four shirts at a time and that he had a fixed price above which or below which he seldom went, even during the days of high prices.

It so happened that there was a sale of shirts on at this time, and the different priced shirts were arranged in piles, which, though easily seen by the customer, had to be handed down to him for inspection. The clerk started at the task in a very perfunctory manner and showed a marked disposition to exhibit only the very high-priced lines. In spite of the fact that it was very evident that these prices were not satisfying the customer the salesman made no effort to display the moderate-priced shirts. Finally, the customer, with an all too apparent "sniff," walked out of the store without having purchased any shirts.

The Salesman Explains

The proprietor, having been attracted by the in-coming of his well-known friend, watched the proceedings without, however, taking any part in them. He admitted that he had the advantage of his salesman in knowing just about what price the customer wanted to pay for the shirts and would have gone directly to that priced line. He asked the salesman why the man had gone out without purchasing any shirts.

"Oh," said the salesman, "he said there was no quality in those shirts for the money."

"But," said the proprietor, "you certainly had a 'come-back' which you made no effort to use. There are several other lines here which you did not show and I happen to know that that customer would have bought three or four shirts of a certain price if he had been shown them. He has been doing that for years at this store and you have lost us that man's business."

The services of this salesman—not for this one offence only, but for several similar ones—were no longer required. It all goes to show what can be lost not only in immediate business, but in store friendships by careless or indifferent clerks. The public is in a critical mood anyway; it is doubly critical of sales. The proprietor told me that this man went out of the store feeling that here was another sample of a sale that wasn't a sale at all. He was incensed and would not have come back had not a word from the proprietor himself on a subsequent occasion put the whole matter in a different light.

It certainly appears to be a time when the salesman should study his customer carefully and leave no stone unturned to consummate a sale.

Selling a Sweater Coat

I walked into a big furnishing store in an Ontario city the other day when a big, burly farmer came in the store to buy a sweater coat. There happened to be a sale of sweater coats, among others things, at most of the stores in this city at this time, and it seemed to me that the price here was just a shade below the others in other stores. There were instances, of course, where other stores did better on other lines.

The salesman quoted the prices of several coats and pointed out the reductions that had been made.

"Why," said the customer in a big voice that could be heard all over the store, "you fellows are still at the same old game, getting high prices. But you'll get yours in time. I sell my wool to-day at 18 cents a pound, where formerly I got eighty cents." After some more suggestive remarks about "profiteering" and being able to "do better" at other places the irate customer walked out of the store without buying.

Arguments That Were Lost

This salesman, it occurred to me, lost sight of several very good arguments that he might have used to effect a sale. In the first place, he might have pointed out that there was probably not an ounce of Canadian wool in the sweater coat. Again, he might have shown the customer that between the cost of his raw wool and the reduced price of the finished product many, many months had to elapse. The price of the raw material to-day does not affect the price of the finished product tomorrow.

But another thing that impressed itself upon my mind was that the salesman had not studied contemporary advertisements to find out if they were selling sweater coats cheaper than competitors. About the first thing customers are asking to-day is "prices," and they are looking around to see where they can get prices that suit them. It seems to me that salesmen should be well informed about the prices, not only of their own merchandise, but of similar merchandise offered in other stores. It is an invaluable asset in effecting a sale to the person who is in search of the right price.

Complacency in Abundance

I walked into a store the other day to make an inquiry about a certain article I wanted.

"Have you got such-and-such an article," I asked. It was the proprietor I had spoken to, too.

"No," he drawled out, with his hands behind his back and a "I-wish-to-heaven-you-wouldn't-bother-me" look on his face.

I didn't bother him any further; he looked too weary and indisposed to find out if there was anything else that might do. I walked out of the store wondering how the man ever stayed in business. And then it occurred to me in a flash that his store was considerably smaller than it used to be.

THE SPECTATOR.

Government Asks Retailers' Support

Minister of Finance Shows Merchants How Luxury Tax Curtailed Buying of Luxuries—Extends Thanks for Retailers' Assistance—Costs Brought Down Largely Through Retailers' Efforts—Ask Tax on Source of Manufacture.

SIR Henry Drayton, Canada's Minister of Finance, did not hesitate to tell two hundred and fifty delegates to the Eastern Ontario and Ottawa District convention of retail merchants at a banquet in Brockville, Ont., why he had put on the Luxury Tax, why he had taken it off, and what was the great remedy for the unfavorable trade balance against Canada and the disastrous exchange rate. Frankly, he told the assembled delegates that the Luxury Tax had been imposed to cut down useless extravagance and over-indulgence in luxuries; and as a justification of the tax he pointed out that the index figure for the cost of commodities in May of 1920 was 263 while in October it had dropped to 234. Sir Henry admitted the inconvenience to which the retail trade had been put in Canada, and proceeded to thank them on behalf of the Cabinet for suffering this inconvenience in the cause of lowering the cost of living.

Abolition of Luxury Tax

Referring to the unfavorable trade balance as between Canada and the United States, the Finance Minister again appealed to the retail merchants to help adjust this condition by discontinuing the purchase of unnecessary articles across the line. If goods could not be bought in Canada he urged that the money be spent in the Motherland, "for that which helps England helps Canada." The convention subsequently endorsed a resolution to this purpose.

The Minister of Finance, in his opening remarks, referred to the work of the tariff investigation board that had gone up and down the country, gathering all sorts of information with regard to business conditions the country over. After conducting this investigation, Sir Henry said, he felt that he had done the right thing in abolishing the Luxury Tax.

"We are a funny people," said Sir Henry, "but we are funny only because human nature is a funny and complex thing. I think, perhaps, that the Canadian people are the most sane of any people. After what Canada and Canadians have done during the Great War, we, perhaps, have the right to talk loud. Following the armistice, we began to talk about what should be done to cut down the cost of living. Such are the tsarnge contradictions of human nature that, in spite of rising costs, we were all more or less happy, more than less, I think. Business was buoyant in the circle of ascending costs, wages were high. We grumbled in quiet tones but we were happy just the same.

All Buy on Rising Market

"Another strange contradiction of human nature is that we all buy on a rising market but on a dropping market we all stop buying and wait until it has altogether dropped before we buy anything. The index number of commodity costs in January of last year was 249.7 which was about the same as it was in 1918. In February it was 253.50; in March 257.50; in April 260.50 and in May 263.1. In May of 1920 it had reached this apex and it was time something was done and something was done. It was time that the people of Canada were made to understand that expensive and luxurious purchasing was all right so long as they were contributing not only to their own gratifications and desires but to the upkeep of the country as well. So we had the Luxury Tax. In October this index figure of commodity costs had dropped to 234 and you, gentlemen, particularly you merchants, know that the cost has dropped even lower since then. Luxurious and extravagant buying stopped, business was falling off, notwithstanding the falling off of prices, and the Luxury Tax was abolished.

NEW LIGHT ON THE SUBJECT

Many retail merchants were inclined to regard the removal of the luxury tax as an admission of weakness and bad judgment on the part of the Government. Sir Henry Drayton always claimed, however, that the tax had served its purpose. He points out in this article how the index figure of commodity costs gradually dropped from 263.1 in May to 234 in October when the tax was removed, thus indicating that the tax helped to curtail purchases of luxuries.

"What can become of an economic situation on a basis unjustifiable and which cannot be supported on a basis of values or on what should be the common family budget? This question is more than national. If we have a stretching and multiplication of costs there is a grave danger to civilization itself of the economic basis becoming absolutely in da ger, if not altogether shattered."

Costs of Civilized Government

The Minister of Finance then went to deal with the costs of civilized go ernment in the different countries of t world. In comparison with pre-w days, the cost of government in Belgiu had increased 993 per cent.; in Fran 827 per cent.; in Australia, 61 per cent in the Motherland, 500 per cent; and Canada 272 per cent. Dealing wi neutrals, Sir Henry said that in Switze land this cost had gone up 474 per cent in Norway, 356 per cent.; in Holland 2 per cent.; in Denmark, 171 per cent.; a in Germany, 1,488 per cent. Some peop might say that this question of mon values might be the amount of t paper inflation; but in some of the cou tries affected, some of the neutrals w have more gold than they ever had their lives before, were not affected the gold standards but by the rise commodity values in the world. If t weight of Canada's obligations could contracted to represent pre-war value the cost of government would have i creased only about 54 per cent.

"The retail merchants of Canada," sa Sir Henry, "have seen the costs comin down in this country, they have bee working in that connection and in th direction against their own immediate i terests, but not so in the long run. would be a fine thing if we could g all costs of all countries down to thi level. The costs in Canada have bee largely brought down through your e forts and if I might go so far, I woul like on behalf of the Cabinet and on b half of the country to thank you for th inconvenience and trouble you have ha to put up with."

Sir Henry went on to ask if the reta merchants might do something furthe toward helping the economic condition in Canada. He said that the West wa particularly sensitive about the questio of apples and felt that they were pay ing too much for Canadian apples. A bo of apples in Winnipeg, including heatin and service on the railways, sold to th retailer for $2.73. The complainant i the case said that one box held 160 ap ples. At that rate, Jonathans would cos about 1.07 cents each, say, 1¾ cents They sold to the consumer for 5 cent or even, in some cases, at 3 for 25 cents "Something came in between that box o apples delivered in Winnipeg at 1¾ cents each and their selling price a 3 for 25 cents. You gentlemen know about that—I don't. The only first-han information I have is that one thing

complained about was that the duty on apples would add to the cost of those 3 apples for 25 cents about three-fifths of a cent because, taking the same figure, a 30 per cent. duty would work out less than one-third of a cent an apple."

Sir Henry thought it would be a splendid thing if he could further enlist the help of the retail merchants of Canada an enlistment, he pointed out, that would receive no more money for its service than the collection of the Luxury Tax did. Exports for the last fiscal year exceeded those of the previous year by two and a half millions, a thing not lightly to be regarded when exporters were faced with the great difficulty of discount on sterling. However, the interest in national buying was as great as in national selling.

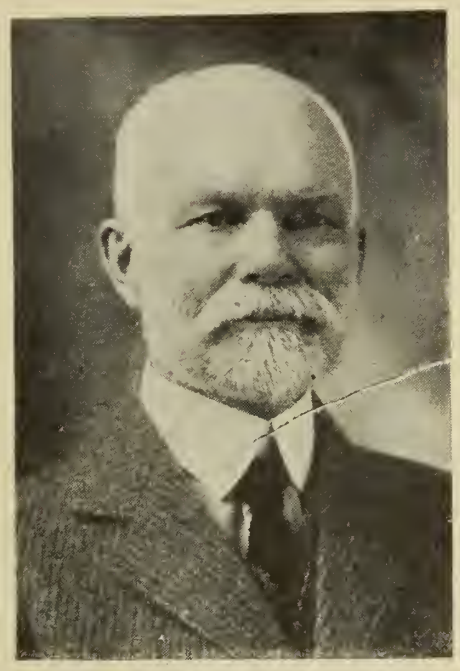
"You cannot go on buying more than you sell unless you borrow enough to cover the margin of your extravagance," said the Finance Minister. "In a young country during its period of development, we must buy more than we sell and for many years we had an adverse trade balance. But at the present time, money cannot be borrowed in England without a loss of from 18 to 25 per cent. We could borrow in the United States, but if we borrowed in a country where the trade balance is against us, we merely face a further declination of currency and add to the load which we already carry. While we are ahead in exports by two and a half millions, we are in quite the reverse position with regard to buying. The net purchases during the last eight months have increased 281 millions; in other words, we purchased out of Canada 44 per cent. more than we did a year ago. There was a sad increase in our unfavorable trade balance with the United States of some 230 millions. As retail merchants, you can do much to correct these figures; you can do much educational work."

Sir Henry then went on to point to some extravagances in fruits and vegetables purchased in the United States by Canada, one of the best fruit and vegetable growing countries in the world. Agricultural and vegetable products, mainly food, increased by 23 millions over the last year, or 23 per cent. increase. Were not a lot of these things entirely unnecessary? In 1918, Canada imported three millions worth of fresh vegetables; $733,000 worth of tomatoes; $766,000 worth of onions, and $12,000,000 worth of other vegetables. Last year Canada imported $14,000,000 worth of fresh fruit and this is one of the best fruit growing countries in the world. In textiles the increase in eight months was some 66 per cent. over the previous year; in hats and caps alone, it amounted to $1,240,000.

"Gentlemen, do you like the depreciated dollar," asked the Finance Minister. "If you do, just let us go on as we are doing. If you want to see the Canadian dollar righted, you must see to it that instead of seeing it attenuated across the line, it shall stay at home and make another Canadian dollar. If you cannot make or buy your goods here, go to the London market and buy there, for anything that helps England helps Canada and the Empire. This matter of exchange is costing us millions of dollars.

"As we go on, these questions are getting more and more questions of the people. It is only the people who can put things right and put a big thing through; it is not the government. It would have been impossible for Canada to have carried on the war had it not been the nearest to the heart of every Canadian home. Financing is not a thing for the government to do; during the war and now it is a thing of the people, for the people and by the people. In order that these things may be done Canada requires and demands the same support and enthusiasm of the war years. The work and burden of the war strain is past, but the people must see that Canada goes on."

Elected President Eastern Ontario District R. M. A.



HENRY WATTERS, Ottawa, Ont., who was honored by the Retailers of Eastern Ontario and Ottawa District in Convention last week in Brockville by re-election to the Presidency of the district branch and with an honorary life membership in the Association. The other officers follow:

1st Vice-President—A. Goulet, Bourget.
2nd Vice-President — Robert Craig, Brockville.
Treasurer—T. W. Collins, Ottawa.
Auditor—Alex. Phillips, Ottawa.
Secretary—J. C. Campbell, Ottawa.

Believes in Organization

The Minister of Customs and Inland Revenue, Hon. R. W. Wigmore, spoke for a few minutes. He said that the abolition of the Luxury Tax was largely due to the representations that had been made to the government through the offices of the Retail Merchants' Association. He was a great believer in organization. He advised the retail merchants to keep in close touch with the government with regard to questions that interested them. They should come to the government with a concrete proposition when they would receive a respectful hearing and their views would receive careful consideration.

Henry W. Watters, of the Standard Drug Company of Ottawa, who presided at the banquet, took occasion in the first place to advise all the ladies of Brockville to do their trading at home. By doing so they help their husbands, sons and brothers to discharge their proper duties as citizens to their municipality and not move to other places. It was better to do this, he said, than to spend their money in Ottawa, Toronto or Montreal.

Speaking of the form of taxation that would probably succeed the Luxury Tax, Mr. Watters pointed out very emphatically that the retail merchants were not averse to paying their share of the war debt and doing their share of the work. But until Canadians were courageous enough to accept a measure of direct taxation, he said that retail merchants favored a system of taxation which was absorbed at the source of import or manufacture. "We want the business of this country conducted in the most convenient, comfortable and satisfactory way for both the retailer and the customer," said Mr. Watters.

A. C. Hardy, of Brockville, in proposing the toast to the government of Canada created a good deal of amusement when he said: "It gives me great pleasure to propose a toast to the government of Canada for, God knows, we need it."

Eastern Ontario R.M.A. Convention

About Two Hundred Delegates Present—Sir Henry Drayton Addresses Delegates at Banquet —Strong Plea for Greater Organization by President Henry Watters of Ottawa. —Dominion Secretary E. M. Trowern Refers to the Commencement of the R. M. A. Movement 25 Years Ago.

By Special Correspondent of Men's Wear Review

UPWARDS of two hundred delegates attended the third annual convention of the Eastern Ontario and Ottawa District section of the Retail Merchants' Association of Canada held at Victoria Hall, Brockville, on January 11th and 12th. Many important questions bearing on the retail trade were dealt with, including a discussion on the form of taxation likely to succeed the abolition of the luxury tax. The convention unanimously endorsed the proposal of the Dominion Board that whatever tax is decided upon it should be imposed either at the point of importation or manufacture and that it be absorbed in the cost of goods quoted to the retailer and so collected as all other revenue is. The convention endorsed daylight saving, condemned false advertising and took steps to prosecute those who violate this law and set in motion machinery to prevent manufacturers' sales in retail stores.

Address By Finance Minister

A feature of the convention was the address by the Minister of Finance, Sir Henry Drayton. Sir Henry courageously defended the luxury tax as a necessary measure to curb reckless extravagance and the purchase of luxuries and thanked the retail merchants of Canada for the inconvenience they had suffered in helping to lower the cost of living. Justifying the tax, Sir Henry pointed out that the index figure of commodity costs had dropped from 263 in May of 1920 to 234 in October. Having accomplished this, the tax was abolished. The Minister of Finance made a strong appeal for the discontinuance of unnecessary purchases in the United States so that the very unfavorable trade balance could be righted; and the convention subsequently went on record as favoring purchases more exclusively of Canadian or British goods.

The Opening Session

Mayor J. M. Dobbie, of Brockville, extended a hearty welcome to the delegates. In doing so, he referred to their growing strength as a factor in the business and political life of Canada and issued a timely warning that only by concerted, rather than independent action could they hope to accomplish their legitimate purposes.

Robert Craig, president of the Brockville Retail Merchants' Association, also extended a welcome and on behalf of the local Commercial Travellers' Association invited the attending delegates to make free use of their quarters while in the city.

Major Paterson, one of the oldest members of the R. M. A., in speaking of the work of the organization, expressed the opinion that the retail merchants of Canada as an organized body had a great future ahead of them. Only by a combined effort, by putting their shoulder to the wheel, could they get their just due. Their organization was only in its infancy. Members were gradually realizing its importance and were soliciting their brother merchants to become members, knowing that if every merchant in Canada were a member the association would wield a much greater power than it does. Every member would now admit that he was receiving much greater benefit through the association than was represented by the fee he paid.

Secretary E. M. Trowern, of the Dominion Board, said the R. M. A. had been started 25 years ago the coming November by five people. Today 87 people were giving their entire time to this work from the Atlantic to the Pacific. On a moment's notice they could now get in intimate touch with every province in the Dominion. Retail merchants were the largest tax payers of any class in Canada and, when properly organized, should be able to say to any provincial or federal government that a problem affecting their business should be settled either this or that way. Where would retailers have been today if they had not been able to say to the government that the luxury tax should be abolished? It had been abolished and other things detrimental to the retail trade must also be abolished.

President Watters' Address

President Henry Watters, of Ottawa, who presided throughout, addressed the convention briefly before it began its deliberations. The president said that the men they needed at the convention were not present, men who had made a success of their own business and did not feel the need of the association's assistanc Perhaps this might be said equally men who had worked in the interests the association for a quarter of a ce tury. In the last analysis, each m must stand or fall by those qualities head and heart with which he was e dowed. All men, however, were not e dowed with a high sense of rectitude a honor that they should have, and we not alive to spotting bad conditions business or discovering obstacles in t way of successful merchandising. Me bers of the association were merchan who had discovered such obstacles a as thoughtful men were participating the work of the organization.

Ontario President Speaks

Much more could be accomplishe said the president, if all merchants we members of the association. They cou then be a greater factor in the moldi of public opinion. Retail merchan should be the best organized body th could be had for the betterment of tra and trade conditions. He had no o jections to Boards of Trade to look aft local matters where there was no orga ized body of retail merchants. But felt after many years of study that body of men that does not represent large numbers the activities of the ret merchants can accomplish those speci objects which the retail merchants ha in view. No one line of business cou accomplish benefits for the whole ret trade; he had discovered this during t fight against the luxury tax, which w a problem for so many lines of trad Their best interests as retail distributo could only be accomplished by such organization as the Retail Merchan Association covering the whole of Ca ada.

B. W. Ziemann, the Ontario presidei referred to the great work which the a sociation had to perform. As yet on a handful of the men in active busine were organized. The real profitee among merchants were those who we receiving all the benefits that had be worked out by the association but w were giving nothing or doing nothing help its work and workers. It was n altogether their money that was need but their influence on the commerci life of Canada if alive to the interests the community at large. Men should l in business for the benefit of the servi they can give to their fellow men, and should do all they can to help their fello men rather than give their whole tin to the accumulating of a little money.

Many Important Matters Covered by Retailers in Resolutions Passed at Convention of Eastern Ontario and Ottawa District

That it is the opinion of the meeting that any proposal that may be made to place a tax on the sales of the retail merchants would be very injurious to us as a class and we recommend that vigorous opposition be made through the Dominion Boards.

Buying in the Empire

This meeting desires to further a recommendation to the Provincial Board and on to the Dominion Board urging our membership to buy as many Canadian or British goods at the present time to conserve our capital and help exchange rates.

Whereas the attention of this association has been called to the ever-increasing practice of certain manufacturers conducting sales in retail stores, and inasmuch as most of these houses sell to the retail trade, be it resolved that any member knowing of those conditions report the same to the district secretary with a view to having the Canadian Manufacturers Association take action thereon and to having the same immediately discontinued.

Selling Direct

That we, as retail merchants, protest as unfair, the practice of some manufacturers and wholesalers in selling direct to the consumers while soliciting the business of retail merchants, and that we place ourselves on record as of the opinion that such a practice is opposed to our interests, and that we will favor any comprehensive plan of action that may be decided upon by our executive as a means of putting an end to this unbusinesslike custom.

Moved by Mr. Taber, Carleton Place; seconded by Geo. Wright, Brockville.

Collection of Small Debts

That this district convention place itself on record as approving the proposed action of the Ontario Provincial Board to apply to the Provincial Government for an amendment to the Division Court Act, whereby small debts can be collected more cheaply than under the existing system, and, further,

That this district convention pledges itself to do all in its power to assist in the procuring of such an amendment.

Moved by D. Bell, Ottawa; seconded by B. T. Crabtree, Ottawa.

Trading Stamps

Whereas this association has already taken the ground that vigorous action should be incepted against all violators of the Trading Stamp Act or False Advertising Act, or any other similar Act, secured through the efforts of this association for the protection of the retail trade, and Whereas we believe all such prosecutions should be undertaken by the Dominion Board, under the direction of special committees appointed by the Executive of the Provincial Board, therefore, we recommend the Dominion Board to request the Dominion Government to have an official appointed whose duty it shall be to prosecute persons who falsely advertise any article, similar to the inspector appointed to prosecute persons who violate the gold and silver marking act.

Moved by B. G. Crabtree, Ottawa; seconded by A. E. Kelly, Ottawa.

Workmen's Compensation Act

Whereas it has been reported that it is the purpose of the Provincial Government of Ontario to bring the retail trade under the scope of the Workmen's Compensation Act, and,

Whereas such an action would impose an unnecessary burden upon retail merchants, therefore, it is resolved that we ask the executive officers of the Ontario Provincial Board of our association to oppose any such attempt upon the part of the Provincial Government of Ontario.

Moved by D. Bell, Ottawa; seconded by T. Bowman, Ottawa.

Discrimination in Price

Whereas legitimate retail merchants are the largest buyers of certain lines of trade marked goods and as such contribute most largely to the profit of manufacturers, and,

Whereas some manufacturers give special prices to dealers who make it a practice to advertise certain lines of goods at a lower price than that at which said goods can be purchased by the legitimate retail trade,

Therefore, we place ourselves on record as opposed to such a practice on the part of manufacturers, and that we accordingly call upon them to discontinue such practice or as an alternative to adopt the price contract or re-selling plan, whereby unscrupulous price-cutters cannot use staple lines for the purpose of deceiving the public.

Moved by A. C. Kennedy, Ottawa; seconded by Geo. Stoate, Ottawa.

Re False Advertising

Whereas the Dominion Board of the Retail Merchants' Association of Canada has secured legislation to prohibit false advertising of goods, and whereas this district convention of the Retail Merchants' Association is strongly in favor of such legislation,

That the members of this district be requested to forward to the district secretary, or to the secretary of the Ontario Provincial Board of this association, any advertising matter in which they find goods misrepresented, and further,

That as in cases of prosecution for violation of the False Advertising Act, no provision is made for accepting the written report of the analyst who may be called upon to analyse such goods, but that official must appear in court personally and give evidence, we recommend the executive to take action which will permit the written sworn statement of the analyst to be accepted as evidence in court.

Moved by E. K. Tallman, Merrickville; seconded by W. W. Adams, Newbury.

Re Business Tax

Whereas for the purposes of the Business Tax, the premises, lands and buildings occupied by retail merchants are now assessed at a valuation of twenty-five per cent., and,

Whereas this convention is of the opinion that the valuation at present in force is excessive, be it resolved that we endorse and approve the action of the Provincial Board of the Retail Merchants' Association of Canada, in endeavouring to have the valuation reduced to ten per cent. and we pledge ourselves to give every assistance to the executive of the Provincial Board in this undertaking.

Moved by T. Bowman, Ottawa; seconded by Mr. McArthur.

Re Welfare Fund

Whereas the Dominion Board of this association, at its last convention in the city of Vancouver, had under careful consideration the matter of extension and development of the work of this association, and,

Whereas for that purpose it was deemed advisable to secure a special fund of $100,000, to be known as the "Special Welfare and Organization Fund," be it therefore resolved that this district convention of the Retail Merchants' Association of Canada, Eastern Ontario and Ottawa District, do heartily approve this proposal and that we officially commend the fund to the kind consideration and support of our members.

Moved by Mr. Patterson, Brockville; seconded by Mr. Collins.

Credit Reporting

Whereas our association has inaugurated a Credit Report Department which has already been found of great service to our members, it is resolved that this convention endorse the Credit Reporting Department of our association and strongly urge our members to make all possible use of it.

Moved by Mr. Grace; seconded by T. Bowman, Ottawa.

Re Express Rates

That in view of the fact that the members of our association residing in districts outside of the zones in which the express companies make delivery of parcels are handicapped by such lack of facilities, it is resolved that the incoming executive be requested to take this matter up and so deal with it as to secure for those members an improvement in present conditions.

Moved by Mr. McArthur; seconded by Mr. Abdullah.

Daylight Saving

Whereas resolutions have been adopted at the conventions of the Provincial Boards of our association, favouring the adoption of a daylight saving measure, it is resolved that this convention is of the opinion that any daylight saving measure, to be properly effective and avoid confusion, should be Dominion-wide and, further,

That the executive officers of this district be requested to submit a copy of this resolution to the Dominion Board for submission to the Right Honourable Arthur Meighen, Prime Minister of Canada, and the members of the Dominion Government, with the suggestion that if such Dominion measure is passed, it come into effect on April first and continue until September fifteenth, in each year.

Moved by Mr. Wright; seconded by D. Bell, Ottawa.

Re Sale "2½ Per Cent."

That this meeting, in convention assembled, approve of the action of the Ontario Provincial Board in opposing the recent Order-in-Council passed by the Ontario Legislature, which provided that the sale of all 2 1-2 per cent. beverages be confined to standard hotels, and, inasmuch as this product is sold by a number of sections of our association, be it resolved that the Ontario Provincial Board be further requested to prevent such legislation being enacted at the forthcoming session of the legislature.

Moved by Mr. Kelly; seconded by Mr. Halpenny.

Re Association Aims

That whereas the work of this association is of great benefit to the retail trade and should be generally known to the public, therefore:

Resolved that the executive of this district be authorized to take such action as they may deem wise to make our association aims and work generally known to the people in order that influence may be brought to bear upon retail merchants not already members of our association that they may come in with us and co-operate in procuring those trade benefits in which they are all willing to share.

Moved by Mr. Hawkins, Smiths Falls; seconded by T. Bowman, Ottawa.

Selling Clothes to the Boy: Points to be Remembered

A Veteran in the Handling of Boys Gives Some Useful Pointers—Make the Boy Feel Welcome, First—Getting the Boy's Confidence—Making Him Feel Like a Man.

WHAT is the secret of successfully merchandising boys' clothing? This question was asked of us a few weeks ago by one of our readers who wanted an article on the subject. The best man to answer the question is the man who is handling boys' clothing day in and day out and who has made a success of it. Having such a man in mind, Men's Wear Review went to him, and asked him for some of the essential points to bear in mind in successfully merchandising boys' clothing. In the first place, this man inclines toward having a lady at the head of a boys' department, though this is not always possible. He thinks that a woman can appeal to the mother, who is a big factor in the sale of boys' clothing, better than a man can and that she better understands the child, perhaps. But he points out that the first thing to bear in mind is to get the confidence of the boy, and there is no good reason why a man can't do this as well as a woman, or nearly so. Moreover, this man favors giving premiums to the buyers of boys' clothing. These premiums are usually of a sporting nature and are most desirable from the standpoint of the boy who, in the final analysis, has a good deal to say about the place where he shall buy and the suit he shall buy as well. In the third place, a good mailing list is desirable, and methods of getting such a list have frequently been outlined in Men's Wear Review. But we shall let this gentleman tell his story in his own way.

A Different Basis

"Selling boys' clothing," he said, "must be dealt with on an altogether different basis than selling men's clothing. One of the first and the principal thing to be remembered in making the handling of boys' clothing a success is to make the boy feel welcome in your store. Unless he does feel welcome, he does not want to come and will urge his parents not to take him to that store.

"And after you have got him in your store, you need to treat him more like a man than like a boy. Let him feel that he has ideas and opinions of his own that are to be respected as the ideas and opinions of others should be respected. Often a boy will make you feel a little irritable, he gets on your nerves, but if you are going to make a success of handling the boys you must cover up these feelings and have a cheerful disposition all the time.

Whose Is It?

During a discussion at the Eastern Ontario and Ottawa District Convention at Brockville on the resolution regarding false advertising, Mr. Trowern stated that he had seen the advertisement of a clothing man who claimed that he was the only honest man in Canada and that, in his advertisement, he hinted at a combine amongst certain men to keep up clothing prices. Mr. Trowern said he had taken this advertisement to Premier Meighen, and the Premier had asked him to leave the advertisement, promising that he would look into the matter and see what should be done with regard to it.

Even Boys Have Changed

"If you will go out on the street and meet the boys, not with the idea of doing business with them, you will find that they have changed from what they were a generation or two ago. They seem to feel more like men, they feel more important; and this is due, perhaps, to the sports in which they indulge to a far greater extent than they did twenty-five or fifty years ago. If a salesman will keep this in view when dealing with a boy, remember that he is full of spirits and fond of sports, he will be much more successful in drawing the boy to him. When you have the confidence of the boy it is easy to deal with him but you must get this first before any progress can be made.

Boy Must Be Suited, Too

"A particular point to be remembered is that although the father or mother have to be satisfied you must never lose sight of the fact that the boy cuts quite a figure in that purchase and to consummate a sale quickly and to give satisfaction all round you must suit the boy as to the pattern and the parents as to the price. My experience has been that it is often harder to suit the boy with the suit than the parents with the price. You must always bear in mind and make the boy realize that you are selling him rather than his father or mother; it gives him a feeling of importance that helps you make the sale.

"And a pleasant smile or a joke goes a long way toward pleasing the boy."

English Prices Still Firm

CANADIAN REPRESENTATIVE SAYS REDUCTIONS ONLY SLIGHT THOUGH BARGAINS CAN BE HAD

That prices on many lines of men's wear are not to undergo a permanent radical reduction is the opinion of H. D. Marshall, of Marshall & Harding, representatives of the eastern province for George Brettle & Co., Ltd., of London, England. Mr. Marshall has just returned from England, where he spent considerable time in moving about amongst the manufacturers of men's wear lines. At the present time, Mr. Marshall says, a man with money can pick up some real bargains in England because of the desire of certain houses to unload their heavy stocks, or because of "distress goods" on the market.

For the most part, however, prices are remaining much firmer than they are on this continent, partly due to the fact that the United Kingdom expects the re-opening of trade with European countries on a large scale. Already Mr. Marshall says, considerable German goods are finding their way into the English market and at prices that are highly competitive. The British public have realized that the German debt can only be paid by allowing the Germans to sell goods outside of their own country. Trade with India, he says, is at a standstill and, personally, he does not think British manufacturers are expecting immediate trade with Russia.

The immediate trade situation as reflected in fluctuating prices, according to Mr. Marshall, is uncertain. The latest lists reaching him record a 25 per cent drop in woolen gloves, shirts and pyjamas remain about the same price, raincoats are considerably reduced, hosiery and neckwear show reductions while the heavier woolen lines show a similar trend. He says that the cap trade is very brisk at the present time and that there appears to be a growing preference for the English cap.

Industrial conditions in England, Mr. Marshall says, are very unsettled. Factories are not closed down, but are running on short time. The wage question is still hanging in the balance but one informant's view is that a reduction will have to take place in the wage scales.

Mr. Marshall says the cancellation question, particularly in Bradford, is very tense. Canadians who have cancelled orders in wholesale fashion, he declared, are not in any great favor.

Pleads for Protective Fund to Protect Retailers Against Unjust Laws in Coming Years

EXTENDING 1921 greetings to retail merchants throughout Canada, J. A. Banfield, president of the Dominion Board of the Retail Merchants' Association of Canada, emphasizes in his message to the trade the necessity of safeguarding retail interests against unjust legislation. His message reads:

"I take great pleasure on behalf of the Dominion board and Dominion executive council to send their greetings to the members of the retail merchants throughout Canada for their loyal support to the good work of our association. The past year has been one of the most trying years to retail merchants at large. First, the Board of Commerce, with its dictatorial methods and assumed power to run our business which had to be watched at every turn, and which eventually had to be run to the ground owing to its ridiculous orders, and I trust that if it ever be resuscitated that it may be on constructive, not destructive lines, and we will welcome anything for the betterment of the trade in general and the upbuilding of Canada.

Passing of "Snap Laws"

"Then along comes our government with their system of sales and luxury tax, the latter being a cumbersome tax on the retailer, and not by any means accomplishing the purpose for which it was passed. This method of passing snap laws without consulting with the businesses affected should be relegated to the records of the past, and it is up to us to so thoroughly organize that no such legislation will again besmirch the laws of Canada. The power lies entirely in our own hands, and we should see that every merchant, however small, should now be enrolled in our association. Every merchant we have not enrolled into membership is counted against us. We must start a thorough organization campaign and for this purpose at the last meeting of the Dominion board it was decided to ask our members and all retail merchants to assist in the raising of a $100,000 fund to be used to protect us against unjust legislation such as we have had to fight in the past, and that, undoubtedly, will continue to crop up, and for special propaganda work and generally for the use of the association.

Age of Organization

"This is an age of organization, as can be seen by such large organizations as the manufacturers', farmers' and labor organizations that are collecting millions for their future protection. We must not be behind in our work. All we have is in our business, and we must see it is fully protected.

"We have signs of a readjustment of conditions, and we must be ever watchful and fully safeguard the interests of the country to which we are so closely linked. Don't think by paying your annual dues that you have done your share. Give assistance to our organizers, and see that the year 1921 will be a banner year in the enrolment of members, as the greater the membership the greater the service."

J. A. BANFIELD

Popular-Priced Men's and Boys' Clothing

Well made from up-to-date, saleable materials and at a price which will meet present-day competition.

IT WILL PAY YOU

to get our quotations before placing orders.

The Gardner Clothing Manufacturing Co.
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Manufacturers of
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TWO COURSES
ADVERTISING and SHOW CARD WRITING
should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

Fees Based on Business Volume

Secretary J. C. Campbell Suggests New Basis for Membership in R.M.A.

The suggestion that the annual fees covering membership to the Retail Merchants' Association of Canada be governed according to the volume of business done was contained in the report of the secretary, J. C. Campbell, of Ottawa, presented at the convention of the Eastern Ontario and Ottawa District held in Brockville in January. The suggestion is embodied in the following paragraphs taken from the secretary's report:

"And now I come to a matter of great importance to the welfare and future of this Association. As most of you are aware, our membership fees have been increased. Up to November last we were operating on a minimum fee of ten dollars per year and on that we were barely able to scrape along, making no provision for emergencies or for the future. New demands from the Dominion Board call for an annual per capita payment of two dollars, while the Ontario Provincial Board takes one dollar per member from us. Under the former fee of ten dollars this would have been impossible, as we would have had but seven dollars per member from which to pay the expenses of our rapidly expanding business; consequently it has been found necessary to increase our minimum fee to twelve dollars, and even with this, after paying fees to the Dominion and Provincial Boards, we will have but nine dollars per member for ourselves—certainly not enough in view of the work to be done.

"In addition to raising the minimum fee, it is to my mind absolutely necessary, if we are to provide funds for the future and place this district upon a sound working basis, to change the classification of business volume upon which our fees are based. I have, therefore, prepared the following schedule, which has already been approved by our executive and which, I believe, will come nearest to meeting the requirements."

The secretary here outlined his scheme as described above.

"When I think of the benefits accruing to the members of the Retail Merchants' Association of Canada and the fees they pay to secure these; when I compare benefits and fees with those of similar organizations, I cannot but conclude that our members are escaping very cheaply. Fees higher than ours are charged by practically every other business or industrial association. Labor union members pay not only a fee but also a percentage of their earnings which, in the case of some of the strongest and most powerful unions, totals in excess of one per cent. per week. You can easily figure out for yourselves what the members of our Association would pay if our fees were similarly based."

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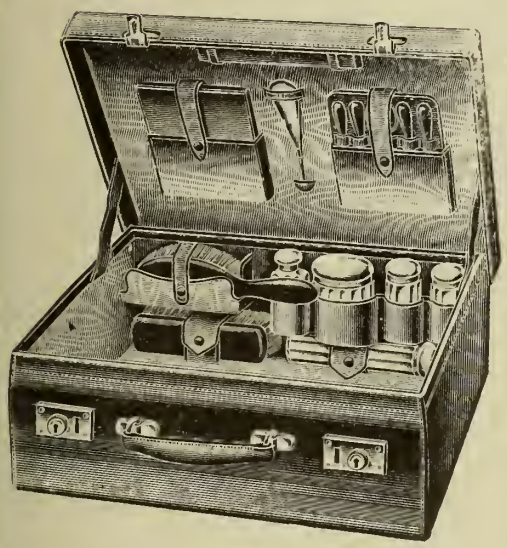

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THE MOST PROGRESSIVE HOUSE IN THE TRADE

Cowhide Kit Bags
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ALL GOODS ARE THE PRODUCT OF OUR OWN FACTORIES

BEST BRITISH MATERIAL AND WORKMANSHIP

YOU ARE CORDIALLY INVITED TO VISIT

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Garters of the Satisfaction-Giving kind.

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Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the ——— trade. ———

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"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

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Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

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Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

English Gabardine Coats

Made in Canada

For Men, Ladies and Boys, from dependable and durable English materials, smartly designed and well tailored.

If our salesmen did not call on you, it will pay you to communicate direct to our Head Office.

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for Fall

Compel Consideration

Not only are the fabrics of the best but the fit and workmanship are up to the standard which has made Peck's Shirts the unchallenged leaders in their own lines.

Our new samples are ready for the inspection of merchants who realize that real confidence is based on quality as well as price.

Create confidence in your merchandise by offering your trade Peck's dependable products.

John W. Peck & Co., Limited

Manufacturers of
Men's and Boys' Clothing, Shirts, Caps, etc.

MONTREAL WINNIPEG VANCOUVER

NEW FALL CAPS

The First and Foremost Need of Every Merchant To-day is MORE BUSINESS

Our new Fall line of Caps combining the features which the public is demanding--best quality, up-to-date styles and reasonable prices—is particularly adapted to meet the present mood of the public for careful buying.

See our samples and you will be convinced that the values shown fully justify the placing of orders.

Many far-seeing merchants are placing orders now for this sales stimulant—PECK'S CAPS.

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HAVE YOU *SEEN* THIS CLOTH?

The merchant selling BARRIE-CLOTH COATS can draw new and permanent trade.

In a real value-giving, dollar-for-dollar competition, he can easily undersell his competitors by merely turning over to his customers the same sterling value in merchandise that he gets from us.

He sells as he buys —at the lowest figure.

We are the weavers of BARRIE-CLOTH as well as the builders of BARRIECLOTH COATS, so that we can and do manufacture at a lower cost and sell at a lower figure than could otherwise be possible.

BARRIECLOTH is made in Heather, Blue Mixture, Green Mixture and Oxford Grey.

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Have You Bought Your Spring Serges Yet?

If you haven't, then you owe it to yourself and your patrons to see these ALL WOOL GENUINE INDIGOES, in 16 and 18-ounce weights we are showing before you stock up.

THE REASON WHY we think these Serges cannot be equalled in the trade to-day is because we bought them long before WOOLLEN PRICES went SKY HIGH, and we paid for them when STERLING EXCHANGE was greatly in our favor.

We are therefore in a position to supply you with **THE VERY BEST SERGES OBTAINABLE,** tailored in any style, at an exceptionally low price for the QUALITY, and can give you any delivery you wish.

WRITE US FOR SAMPLES

There are a few localities where our **SPECIAL ORDER SERVICE** could be used to advantage. If yours is one, perhaps we can arrange an agency with you.

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"Influence" may get a Hearing, but only "Merit" lands the Order

When the Department of Militia and Defence for the Canadian Army and the North-West Mounted Police adopted

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the order was placed on sheer merit alone. This signifies the fact that quality, serviceability and fit is never doubted by those who sell this make and those who wear them.

IT'S A MIGHTY GOOD LINE TO GET ACQUAINTED WITH. Drop us a card and let us show you. It's only fairness to yourself.

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ESTABLISHED 1878

Borsalino Week—March 14-19

We have been notified that all our orders for Spring are being shipped by the makers of the famous Borsalino Hats. This means that, for the first time in several years, we will be able to practically meet the demand for these wonderful Hats. Under these fortunate circumstances, we are, with the co-operation of the stores throughout Canada, launching a country-wide campaign for the week of March 14, 1921. This great trade movement will be introduced, inaugurated and sustained by a compelling series of advertisements in the daily papers. Everywhere in Canada the public is to be enthused over *"Borsalino Week."* No better time could be selected, for it is then that merchants will be showing their new hats. Not only through general advertising will *"Borsalino Week"* be heralded from coast to coast, but merchants are to be encouraged with generous prizes to dress their windows and stimulate their local advertising. A Hat window display will result in increased sales, and the effects will be felt throughout the entire season's business. Also, our leading daily newspapers will carry large Borsalino advertisements. Read every word of the competition announcement, and remember that we are anxious to support your efforts by providing stunning show cards, neat window posters and attractive streamers. We also provide, free of charge, newspaper electros of latest style cuts for your local paper publicity. There are no strings to this great trade campaign, but you owe it to yourself to see that you have enough Borsalino Hats to meet the demand that must surely be created. Your experience has proven that concentration on any one line greatly increases its sale and that of similar merchandise. Feature your hat department. Give it a boost. The hat is one article of men's apparel that offers great opportunities for a good display.

PRIZES FOR WINDOW DISPLAYS
BORSALINO WEEK

There are no restrictions except that your window exhibit must contain no other hats except the Genuine Borsalino. A photograph of your window, with firm's name, together with the name of the person who dressed it, must reach us not later than April 1st. Final awards will be made by Mr. N. R. Perry, the well-known Canadian advertising man. First prize, $50; 2nd, $25; 3rd, $15; 4th, $10; 5th, $5; 6th, $5; 7th, $5; 8th, $5. The pictures of the prize-winning windows will be published in the leading trade papers.

EXTRA! In order that everyone may have a chance to win a prize, we are also going to present two "Consolation Prizes." First prize, $15; 2nd, $10. The names of all contestants who didn't win a prize in the first list of prizes will all be placed in sealed envelopes in a box, and the first two drawn out by the judge will be awarded these two extra prizes. Dress your windows and enter this *Consolation* Contest. No town is too small in which to observe *"Borsalino Week."* Everyone has the same opportunity to win this money.

PRIZES FOR ADVERTISEMENTS
BORSALINO WEEK

Of course you are advertising—how else can you attract and maintain trade? We want to encourage your skill and develop your originality—and help along *"Borsalino Week"* in our mutual interests. Two prizes will be given for the best advertisements, exclusively Borsalino, published by merchants in connection with *"Borsalino Week."* First prize, $15; 2nd, $10. Clip copies of your advertisements from your local papers and send them to us. They will be impartially judged by Mr. N. R. Perry. Remember—any of our clean, clear cuts are yours for the asking. They'll print well—we'll guarantee that. Write us to-day. Large streamers for windows, show cards, etc., will be sent by mail and with the goods.

ANDERSON-MACBETH LIMITED
284-286 King St. West, Toronto, Ont.

Anderson-Macbeth, Limited,
284-286 King St. West,
Toronto, Ont.

Dear Sirs:

We wish to enter the general window dressing competition for Borsalino Week, and will send you photograph of the display, for which you refund us the cost. Also enter us in the Consolation contest.

Firm.....

Town.....

Anderson-Macbeth, Limited,
284-286 King St. West, Toronto, Ont.

Dear Sirs:

We wish to enter the Consolation window dressing contest for Borsalino Week, for which a photograph of our display is not necessary, but we shall send a signed statement that a display was made. No photograph of "Consolation" windows required.

Firm.....

Town.....

Sign your firm name and town and mail the slip to-day.

FOUNTAIN BRAND

By Using

"FOUNTAIN BRAND" IRISH LINEN THREAD

you safeguard your reputation for good, dependable tailoring.

Thrifty customers realize that careful sewing with strong, non-snarling thread adds much to the life of a garment.

Have you taken this into consideration when ordering your supply of thread?

One trial of our satisfaction-giving and economical thread will be sufficient for you to make comparisons and to decide in favor of "Fountain Brand" manufactured by

ISLAND SPINNING COMPANY
LISBURN, IRELAND

Sole Agents for Canada

WALTER WILLIAMS & CO.
LIMITED
MONTREAL, 508 Read Building

TORONTO 20 Wellington St. W. | QUEBEC 533 St. Valier Street | VANCOUVER 217 Crown Building

The Power of Suggestion

In your store how many sales are made **entirely** on sight? How many sales are assisted in this way?

They'll **both** number rather a vast total.

Goods more attractively displayed are more readily sold. The sale of some lines is due **entirely** to display.

Assist the natural consumer-demand by an insistently appealing display.

We have a wonderful variety of newer display fixtures suitable to your particular needs.

Dale Wax Figure Co., Limited, Toronto

Winnipeg - O'Brien, Allan & Co.
Phoenix Block
Montreal - 150 Bleury St.
Vancouver - E. R. Bollert & Son
501 Mercantile Bldg.

When we start in to create a suit of boys' clothes the picture we keep in mind is not one that shows the finished suit draped gracefully upon a lay figure. No, it is more likely that we picture the same suit as covering the figure of a normally healthy, vigorous boy in the act of climbing a fence or a tree, or sliding desperately for the home plate without any apparent thought of the clothes he wears.

Our clothes are built to stand punishment and are very, very near boy-proof.

THE
JACKSON
Manufacturing
Co.
Limited
Clinton, Ont.

It's New Merchandise We Offer You

New silks, new patterns, new designs, all of them approved for the early Easter trade. This is not last season's stock—it's NEW. The only stock we have is NEW.

Arrow Neckwear

Black Barathea in Bows, Tecks, Derbys and Four-in-hands. And the prices are surprisingly low.

Order early to ensure delivery for Easter trade.

ARROW NECKWEAR COMPANY, LIMITED

Makers of "Arrow" Neckwear

1184-1188 QUEEN STREET WEST
TORONTO, CANADA

This hat has won its way to an important place in the estimation of the kiddies, because in spite of its smart appearance it is really one of the knock-about kind and stands up well under rough treatment. To mothers it has an appeal of dash and smartness not usually found in kiddies' headgear. It is neat and smart as well as soft and comfortable.

In a good variety of Tweed mixtures.

All Indications Point to an Early Spring

It would be wise to look to your requirements at once. We can make immediate delivery.

We now have a complete stock of the really new and smart styles of well-made cloth hats and caps for Spring wear.

Mortar Boards, Uniform Caps for Firemen, Bandsmen, Policemen, Chauffeurs.

PALTER SONS

Manufacturers of

Cloth Hats and Caps

122-128 Wellington St. West
TORONTO

The Time for Action on Spring Shirts Has Arrived!

Working and Outing Shirts, Flannel Shirts, Clydellas, Sateens, Starched Shirts, Oxfords, Viyellas, Tweeds, Drills, etc.

WE ASSURE YOU THAT THEY ARE THE SORT THAT WILL STIMULATE BUSINESS.

Upon request we will be pleased to send you further details and prices.

The Deacon Shirt Co.
Belleville Ontario

Equal to the best Custom-Made Suits

Quality

Campbell's Clothing **made-to-measure** has long enjoyed a reputation for Quality of Workmanship and Material.

No Capital, No Insurance, No Stock Losses, yet a profitable, pleasant business.

We still have a few openings for agencies. If interested, write to-day.

The Campbell Manufacturing Co. LIMITED

Montreal

New Firm, New Goods New Prices

Oxford Brand Clothes are a distinctly good line because they are not only Good Clothes, but they're Smart Clothes; they look well, wear well and sell well, because they are made well.

We have made a study of Boys' Clothing and know the fabrics that give most satisfaction, and know what parts need reinforcements, also what linings and canvases are peculiarly suited to Boys' Clothing.

Do not fail to look at our Samples when our travellers call, or write for our Made-to-Measure proposition.

Oxford Clothing Co., Limited
King and Spadina Ave.
Toronto

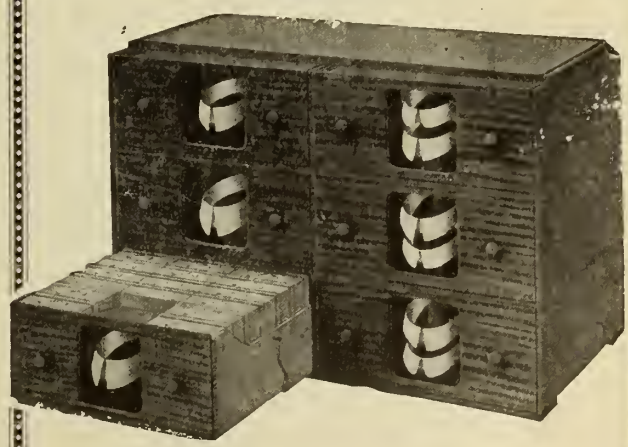
An Additional Plant

We have organized a new plant in an outside town, to take care of expanding business. With the best of designers, mechanics and machinery we will be in a position to produce very superior merchandise at lowest prices.

Be sure and see our samples of men's and children's Hats and Caps before placing orders.

Boston Cap Co.
338 St. Urbain Street, Montreal

J



Selling Collars

The New-Way Collar System is an innovation, but a successful one, as it brings every style in sight of a customer and every size in instant reach of the salesman. This is only one of the hundreds of features of the New-Way System for men's wear.

Let us explain the system.

Jones Bros. & Co., Ltd.
29-31 Adelaide St. W.
Toronto

This Trade Mark sells "CEETEE"

Remember—there is no low grade or cheap "CEETEE"—only the very highest grade and best quality underclothing bears the famous If you are catering to the best "CEETEE SHEEP" trademark. trade in your district you must sell "CEETEE"—

For ordinary underwear you will find TURNBULL'S brand at least the equal of any made in Canada.

THE PURE WOOL
UNDERCLOTHING
THAT WILL NOT SHRINK

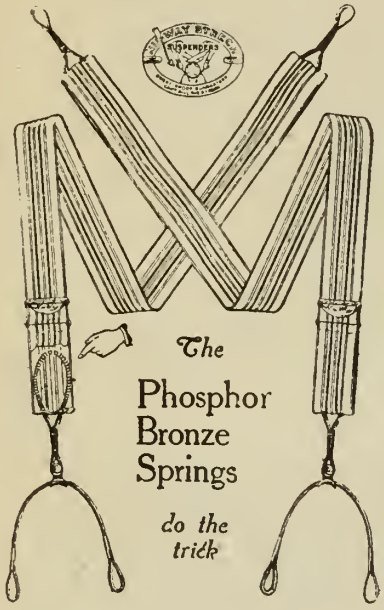
MADE BY

THE C. TURNBULL CO. OF GALT, ONTARIO

Also manufacturers of TURNBULL'S Ribbed Underwear or ladies and children, and TURNBULL'S "M" Bands for infants

CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE

NU-WAY STRECH



"Rubberless" means no deterioration.

You gain by handling the "NU-WAY"

Let us quote you on your next order.

Nu-Way Strech Suspender Co.
MANUFACTURERS
St. Thomas, Ontario

What to use and where to get it, for that

Spring Opening Display

Our Catalogue is Ready to Mail

Besides our Metal Fixtures and Forms we have added several new lines of Artistic Wood Fixtures. *Let us know your wants.*

DELFOSSE & CO.
247-249 Craig St. W. Factory 1 to 19 Hermine St.
MONTREAL

CONDENSED ADVERTISEMENTS

Five cents per word per insertion. Ten cents extra for box number.

LEARN TO MAKE SHOW CARDS AT HOME—A SALESMAN WHO can make Show Cards can earn more money and is always sure of his position. Professional Show Card Writer will teach speedy system by mail to limited number. For particulars write to Albert Edgar, 14 Edgar Building, Windsor, Ont.

INDEX TO ADVERTISERS

Acme Glove Works, Ltd.	6
Anderson MacBeth	61
Arrow Neckwear Co.	63
Atlantic Underwear, Ltd.	15
Boston Cap Company	65
Campbell Mfg. Co.	64
Can. Consolidated Rubber Co.	Inside Back Cover
Cluett, Peabody & Company of Canada, Ltd.	16
Cook Bros. & Allen, Ltd.	Inside Front Cover
Coppley Noyes & Randall	4
Dale Wax Figure Co.	62
Deacon Shirt Company	64
Delfosse & Co.	66
Faire Bros. & Co.	56
Gardner Clothing Mfg. Co.	53
Gold Bros.	53
Glovers Craft, Limited	1
Hanson, George & Co.	60
Haworth, Richard, Ltd.	54
Hollins, Wm., & Co.	59
Hickok Mfg. Co.	5
Jackson Mfg. Co., Ltd.	62
Jones Bros. & Co., Ltd.	65
Knight, H. T., Limited	55
Leishman, Wm., & Co.	11
Milne, William	7
Monarch Knitting Company	8-9
National Cash Register Co. of Canada	13
Nu-Way Strech Suspender Co.	66
Palter Sons	63
Palter Cap Co., Limited	12
Parsons & Parsons Co.	10
Peck, John W., Co., Ltd.	57-58
Prosperity Shirt Company	12
Oxford Clothing Co., Ltd.	65
Racine, Alphonse, Ltd.	3
Raven, William & Co., Ltd.	56
Robe & Clothing Company	59
Richardson, A. E., & Co.	60
Schwartzman Bros.	56
Shaw Correspondence Schools	53
Smeeton, J. W.	66
Stanfield's, Ltd.	Front Cover
Tooke Bros., Ltd.	Outside Back Cover
Tip Top Cap Co.	14
Turnbull Co., C., Limited	66
Tutt Clothing Company	2
Victoria Rubber Co.	14
Walter, Williams & Co.	62

DOMINION RUBBER SYSTEM
CANADIAN CONSOLIDATED RUBBER CO. LIMITED
AND ASSOCIATED COMPANIES

The Three Best Selling Months in the Whole Year

for "Dominion Raynsters" are right ahead of you. February, March and April usually bring a lot of rain. "Dominion Raynsters" mean complete protection against steady downpours and sudden showers, because they are absolutely waterproof.

Many men and women are buying "Dominion Raynsters" in preference to all other spring coats because they have the style and appearance of the smartly tailored top coats, with the additional advantage of being waterproof.

"Dominion Raynsters" come in a variety of styles and patterns for men, women and children. They are unconditionally guaranteed — carry the guarantee label of Canada's greatest rubber organization—and are well advertised.

Write our nearest service branch for styles and prices.

DOMINION RUBBER SYSTEM SERVICE BRANCHES

are located at: Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Brantford, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver and Victoria.

Dominion Raynsters

"Made-in-Canada" Raincoats

PARK effectively shows the new low shape. Made of best quality satin striped Madras, it is the leader of all striped collars.

PARK is a collar you will be glad to stock.

Immediate delivery at $2.40 per doz.

TOOKE BROS., LIMITED

MAKERS

Montreal **Toronto**
Winnipeg **Vancouver**

MEN'S WEAR REVIEW

VOL. XI PUBLICATION OFFICE: TORONTO, MARCH, 1921 NO. 3

NIAGARA NECKWEAR

NIAGARA FALLS, CANADA

ITALIAN REPPS

60 Beautiful Color Combinations

$12.00

a Dozen

PLAIN and OMBRE STRIPES

Repp Ground with Satin Stripes

Ready to Ship

FOR EASTER DELIVERY

Send for Special Five Dozen Assortment

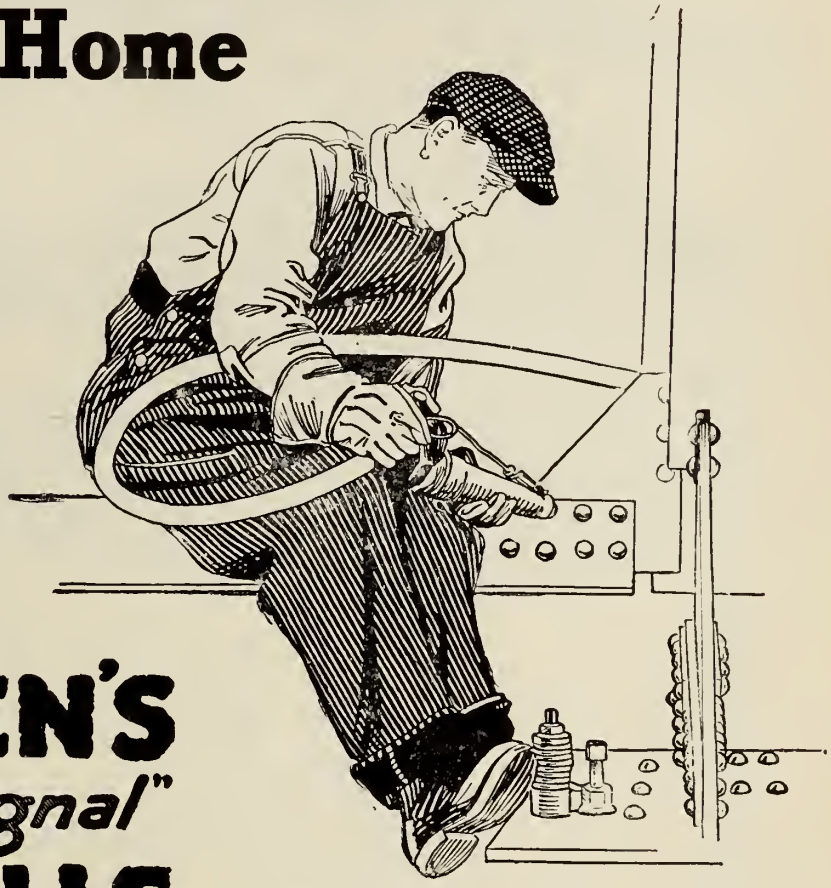
NIAGARA NECKWEAR CO., Limited

Niagara Falls, Canada

Here Are the Points To Drive Home

THE maker of a good article like **Kitchen's Railroad Signal Overalls** can fashion the rivets of salesmanship and send them to you, the merchant, with unerring aim.

It is the work of the retail dealer, in advancing his business on sound lines, to perform the driving home of the rivets so that the final service is completed. Most merchants know that



KITCHEN'S "Railroad Signal" OVERALLS

are built with as much mechanical skill and careful planning as the big steel structure that must stand the strain at every point where force is applied. And our evidence of dealers' satisfaction is great enough to make a book.

The Kitchen method is to choose the best of materials that are combined in good work garments. We insist upon the most intensive tests and inspections. We give more than ample room in Railroad Signal garments, and we study every line of overall work to discover what is needed in an overall. We combine these qualities through intelligent direction and craftsmanship. We give the dealer the best service we can think of or read about, and we bring the merits of our garments to the attention of the consumer by advertising that reaches the instinct for good value.

It pays to deal with Kitchen's.

The Kitchen Overall and Shirt Co.

Brantford - Ontario

ART CLOTHES

COOK BROS. & ALLEN LIMITED

FURTHER EULOGY on our part is superfluous, the excellence attained in the manufacture and tailoring of Our Garments is so well known throughout the Trade.

THE BEST

It is distinctly to your advantage to look into our Agency proposition.

Cook Bros. & Allen, Limited
TORONTO

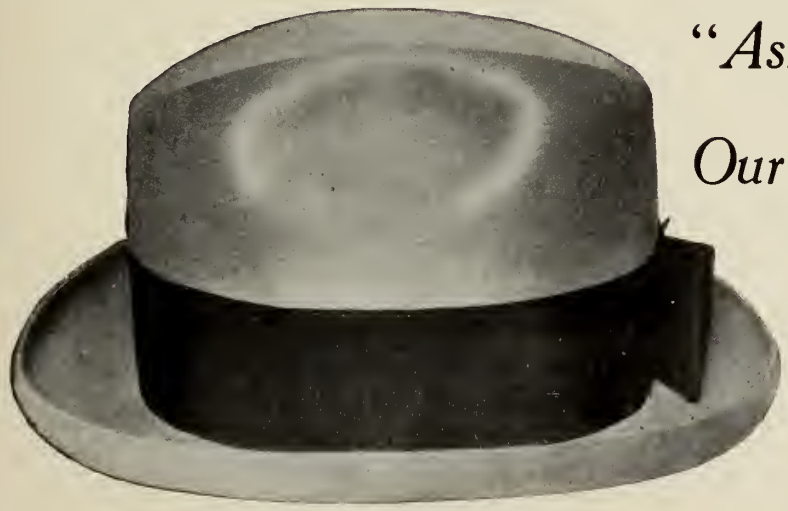
Young Men's Styles

PARIS

FROM

33^{00} to 63^{00}

IN ALL
PREVAILING
COLORS



NEW YORK

"Ask for Our Catalogue"

THE BUCKLEY DROUIN COMPANY
LIMITED
164 McGill Street - - MONTREAL

$7.00, $10.00, $12.00 the dozen

Your mail order will receive prompt attention

"CORRECT"

Narrow four-in-hand cravats worn with low fold collars—the young man's latest demand. Here is a much needed change in style which will stimulate your neckwear department.

PARTICULARLY EFFECTIVE IN BIAS STRIPES AND PLAIN SHADES

A. T. REID CO., LTD., TORONTO

Cravats of the Better Sort

Reid's real Bengalene—Reid's pure silk Barathea

The BROCK HAT

A Canadian Achievement

WE are well equipped to take care of rush orders. Look your stock over and let us know your requirements.

The Wolthausen Hat Corporation, Limited
Head Office and Factory: BROCKVILLE, ONT.

SALESROOMS:
Montreal: Mappin & Webb Bldg. Vancouver: 315 Bower Block
Toronto: Cosgrave Bldg. Winnipeg: 228 Curry Block

Here are the policies of

PALM BEACH

during the years of its life and its growth, the policies which have resulted in a steadying influence and a permanent confidence:

A straight course through thick and thin; an even keel in stormy weather; offering year in and year out a uniform quality and an excellent value; ever ignoring thought of great profit; content to build slowly; a small margin of gain on a great volume.

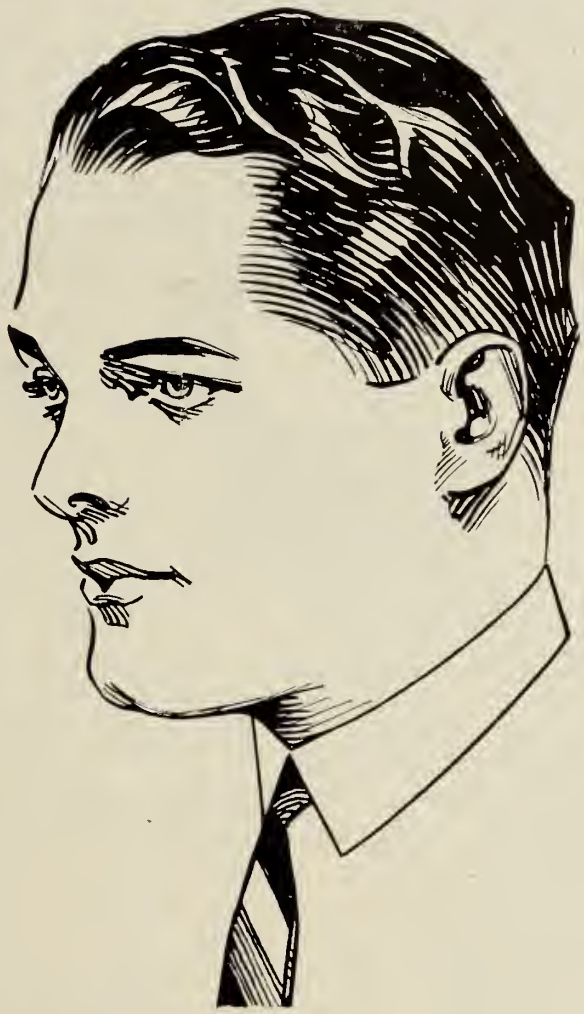
PALM BEACH—from start to finish has been faithful to trade and to public. And, knowing this, maker and retailer have put their trust in the little label shown on this page—

The Symbol of Satisfaction in Summer Wear

THE PALM BEACH MILLS

GOODALL WORSTED COMPANY, SANFORD, ME.
A. ROHAUT, *Selling Agent*, 229 FOURTH AVE., N.Y.

SPUR



THE NEWEST OF THE NEW STYLES
FAVORED BY YOUNGER MEN IN

ARROW COLLARS

ONE of the many
narrow Arrows for
the tight little knots

Cluett, Peabody & Co. of Canada, Limited

MERCHANTS
WHO TAKE OUR
AGENCIES

are assured of Quick Returns. Many orders are received through recommendations. A testimony that our garments are a real asset to the wearer and an advertisement for you.

Should our Salesmen be delayed in calling drop us a line.

Clothes that always look new

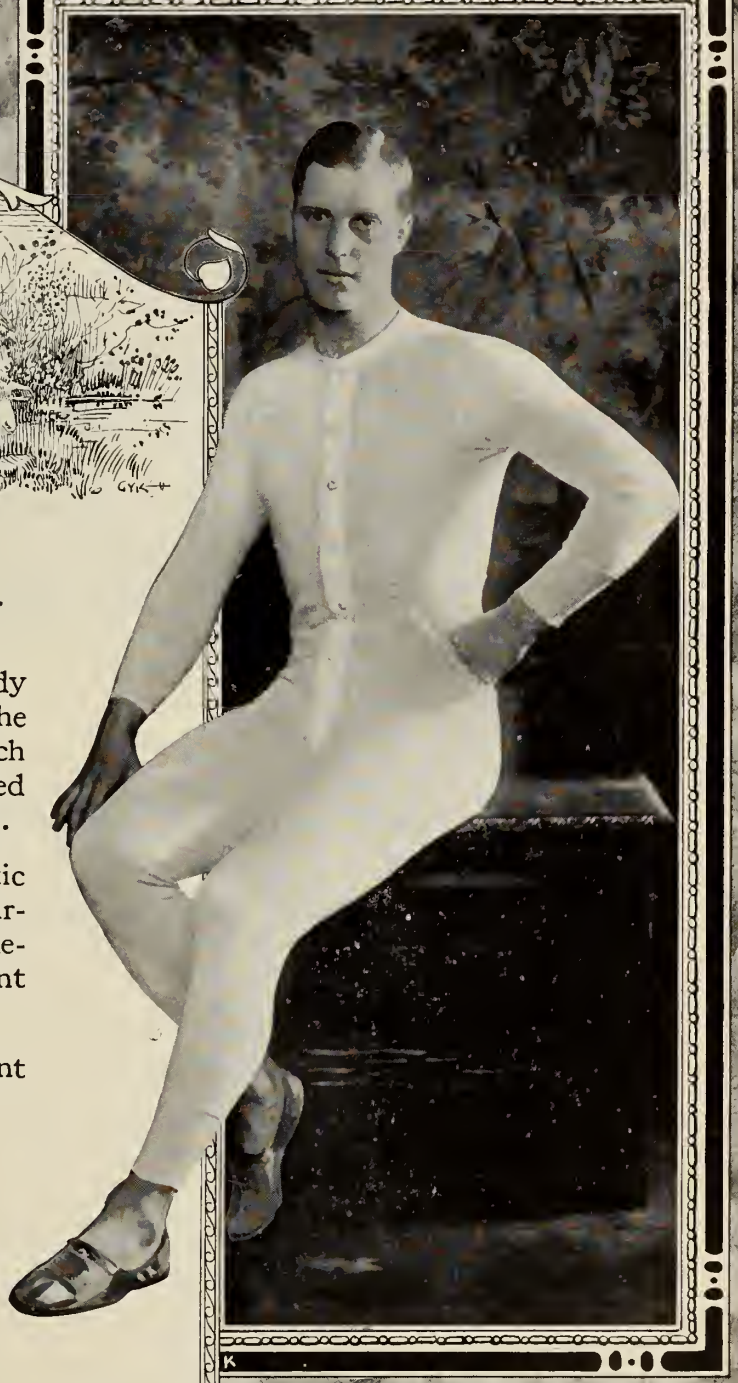
OUR AIM :— *Quality*, *Style*, *Workmanship* and *Durability* at better than the average prices.

Upon this fact we are building our business.

TUTT CLOTHING CO

MAKERS OF FINE CLOTHES

21 Dundas Street East
Toronto, Ontario



Sells Steadily

FROM the backs of hardy Maritime sheep comes the soft wool yarn with which Atlantic Underwear is knitted into garments of perfect finish.

Every time you sell an Atlantic garment you can meet the purchaser's demand for a moderate-priced suit that will give excellent wear with absolute comfort.

Sold in a large range of different weights and qualities.

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears

ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B. 31

E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

The record of each clerk

An up-to-date National Cash Register shows you exactly what each one of your clerks does every day. Adding counters on the register tell:

① How many customers each clerk waited on.

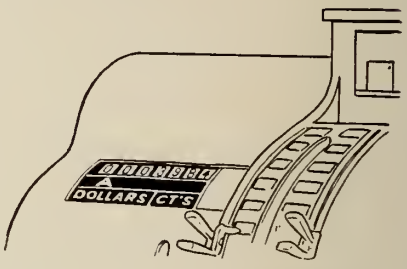
② The total amount of each clerk's sales.

These daily records show you which clerks are most industrious, which clerks sell the most goods, which clerks are most accurate.

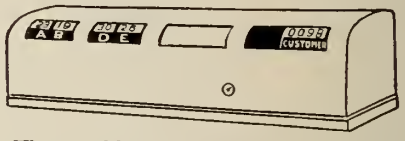
They enable you to fix wages on actual selling ability.

They give you the figures needed for a bonus or profit-sharing system.

These clerks' records, together with the many other printed and added records made by an up-to-date National Cash Register, enable you to control your business.



This adding counter, at the left side of the register, shows that Clerk A took in $39.84 during the day. Similar counters show what the other clerks took in.



These adding counters, at the front of the register just above the cash drawers, show how many customers each clerk waited on, and the total number of customers.

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED

TORONTO, ONT.

No. 1515

No. 1560

No. 1585

In Spring a Man's Thoughts Turn to HICKOK Belts and Buckles

In Spring, when careful dressers plan their "dress-up campaign," BELTS will have consideration—for belts are much in evidence in Spring and Summer. And, naturally, when a man or boy thinks of a belt, his thoughts turn to HICKOK Belts and Buckles—the style leaders, the highest quality belts and buckles and the most satisfactory to wear.

The latest HICKOK Spring Line contains many new and unusual patterns that retail at prices to suit all purses—beginning at 50 cents. Our Salesmen are now showing them. Be sure to see the entire new HICKOK Line before ordering. You will be well repaid. If our representative should not arrive on time, write us direct.

WRITE for the new HICKOK Spring Catalogue

HICKOK Belts & Buckles

The Largest Factory in the World Manufacturing Belts and Buckles

The HICKOK MFG. CO., Ltd., *33 Richmond St. West, Toronto, Ont.*

ROCHESTER, N. Y., U. S. A.

The Highest of Sock Quality

NO OTHER SOCK ON THE MARKET HAS ACHIEVED THE PINNACLE OF POPULARITY CONSISTENTLY ATTAINED BY—

Hanson Socks

A SURE FOUNDATION
FOR A GROWING TRADE

SOCKS

Bearing the Trade Mark

TRADE Hanson MARK

are always higher in quality than in price.

You can choose from a large assortment — thoroughly confident that you receive the most your money can buy in PURE WOOL SOCKS.

QUALITY—SERVICE SATISFACTION

Imitations, at any price, cost you too much.

If they were good enough for the Canadian Government, why not for you?

GEORGE E. HANSON

HULL, P.Q.

Established 1878

The Only Full Fashioned Underwear Made in Canada is Turnbull's

"CEETEE"

THE PURE WOOL
UNDERCLOTHING
THAT WILL NOT SHRINK

"The woollen underwear without the itch"

Comfort and quality in large measure are knitted into every stitch.

The Turnbull trade marks are well known and looked for by thrifty people who consider quality and long wear.

Fine Wools Are Scarce

Although coarse wools are plentiful and cheap the finer wools, such as are used in Turnbull's Underwear, are very scarce and the prices will be no lower this season.

Supporting Canadian Products Will Bring Quicker Profits and Prosperity

Canadian money spent in Canada keeps Canadians in employment. We need money in Canada and the more we support home industries the quicker will be the relief—the ultimate profit will be greater. A dollar spent in Canada is worth a hundred cents—spent out of Canada is considerably less.

We suggest the early placing of orders for "Turnbull's" Underwear so as to facilitate best possible deliveries.

MANUFACTURED ONLY BY Turnbull's of Galt

Sell your customers one of the three brands—you're certain to please them.

"Ceetee" is the perfect product of over 60 years' specialization in the making of Underwear.

Full fashioned—no seams. Will not shrink. Look for the sheep.

Ribbed Underwear, very popular with ladies and children—very elastic.

Splendid quality plain knitted and special closed crotch.

A NEW-WAY STORE

A Combination of Beauty and Service

The New-Way Store is always beautiful, attracting customers and suggesting sales.

The New-Way Store is the last word in mercantile machinery, condensing stock, reducing overhead and increasing efficiency.

The modern merchant cannot afford to be without New-Way equipment if he desires to keep up with the hundreds of merchants who have adopted the New-Way system.

Let us explain personally or by catalogue.

Jones Bros. & Co., Limited

29-31 Adelaide Street West

Toronto

NO MORE SUSPENDERS

E. M. Suspender Belt

for

Work, Sport, Office or Dress

Invisible

Immovable

Pants Kept Up. Shirt Kept Down

Canadian Patent No 176829 U.S.A. Patent Applied For

E.M. Suspender-Belt
(EVERYMANS)

MANUFACTURED BY
UNIFORM & EQUIPMENT CO. LIMITED
57 Colborne St
Toronto - - - CANADA
PHONE MAIN 5435.

Manufacturers of all descriptions of Uniforms---Military, Cadets, Scouts, and all Masonic Bodies, etc.

If our traveller does not call, mail us a card for further information.

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED

Equal parts good looks and real quality —that's why Stifel Indigo Cloth makes up into 100% **OVERALLS, JUMPERS, UNIFORMS AND OTHER WORK CLOTHES.**

Stifel Indigo cloth is dyed a beautiful fast blue. It has a tough, strong weave, and is so printed that the white dots of the stripes and other patterns positively will not break.

The manufacturer who makes overalls and work-clothes of Stifel Indigo Cloth, and the dealer who sells overalls and work clothes of Stifel Indigo Cloth, will find Stifel Indigo reputation (standard for over 75 years) and Stifel Indigo advertising, big factors in making sales.

The genuine Stifel Indigo Cloth has this trademark stamped on the back of the cloth.

STIFEL REGISTERED

Look for it!

J. L. STIFEL & SONS
Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK	260 Church St.
PHILADELPHIA	1033 Chestnut St.
BOSTON	31 Bedford St
CHICAGO	223 W. Jackson Blvd.
SAN FRANCISCO	Postal Telegraph Bldg.
ST. JOSEPH, MO.	Saxton Bank Bldg.
BALTIMORE	123 Market Place
ST. LOUIS	604 Star Bldg.
ST. PAUL	238 Endicott Bldg.
TORONTO	14 Manchester Bldg.
WINNIPEG	400 Hammond Bldg.
MONTREAL	Room 508 Read Bldg.
VANCOUVER	506 Mercantile Bldg.

Write for Samples of Royal Prints—for Stylish House and Street Frocks.

Canadian Handkerchiefs, Limited

MONTREAL

Canada's Largest Handkerchief Manufacturers

Announce to the Trade

THEY HAVE PLACED THEIR SAMPLES OF "MADE IN CANADA" HANDKERCHIEFS IN THE HANDS OF THE FOLLOWING AGENCIES, WHO IN FUTURE WILL REPRESENT THEM IN THE DISTRICTS SHOWN:

Ontario
EDWARD BURNS & CO., LIMITED
Toronto, Ont.

Quebec Province
W. F. MACOUN
518 St. Catherine Street W.
Montreal, Que.

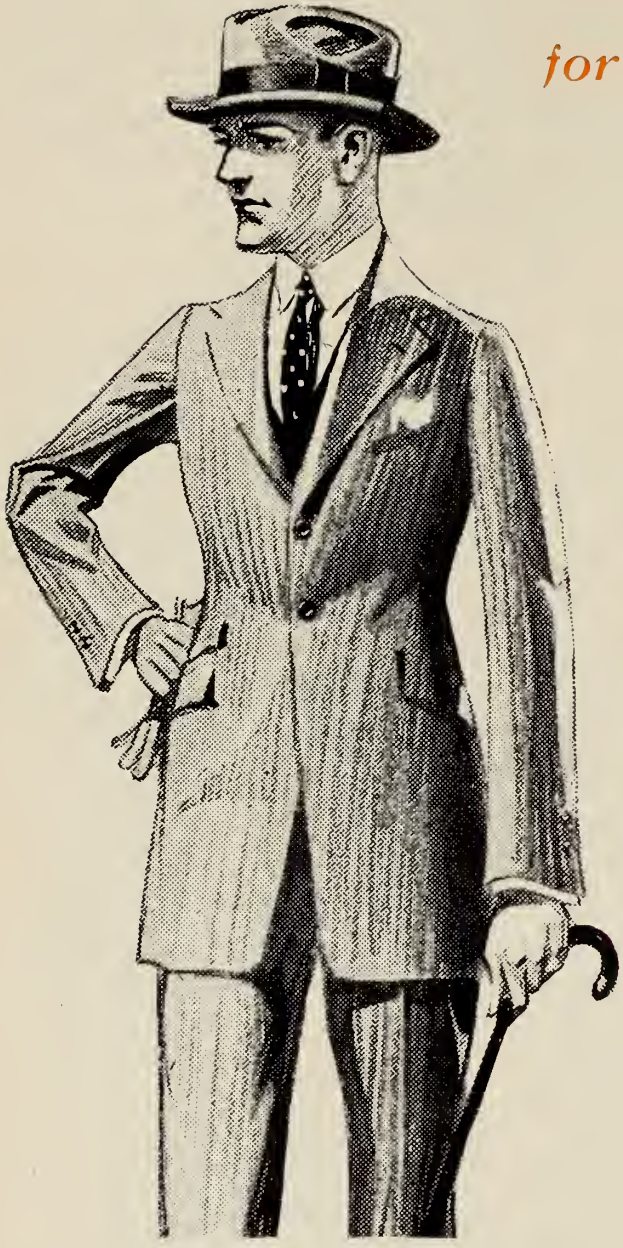
Manitoba, Alberta
Saskatchewan, British Columbia
BRYCE & CO., LIMITED
Winnipeg, Man.

New Brunswick
and Nova Scotia
JONES-CAIRNS LIMITED
85½ Prince William Street
St. John, N.B.

"MADE IN CANADA" HANDKERCHIEFS

FALL CLOTHING

for Discriminating Buyers



We offer a well-balanced line for men and boys in high-grade fabrics in newest shades and patterns. Every suit has that smartness which bespeaks expert designing, careful tailoring, painstaking attention to details, and, needless to state, the wear is there.

Peck's

JOHN W. PECK & CO. LIMITED MONTREAL WINNIPEG VANCOUVE

ESTABLISHED 1880

Peck's

FALL SAMPLES

Shirts

Peck's Fine Shirts are always correct as to style, varied in pattern and dependable as to quality.

Peck's Work Shirts are noted for being roomy and comfortable and for wearing wonderfully well.

Our range for Fall, in both lines, is one of the most attractive we have shown.

Caps

The merchant who buys Peck's caps for Fall is going to have a line that will please all tastes for the fabrics and patterns are varied and usually attractive. Every cap is distinctive, well-made and a real value. Prices are such as to take good care of the merchant while enabling him to sell at business-bringing figures.

Established 1880

John W. Peck & Co. Limited

MONTREAL WINNIPEG VANCOUVER

Selling to the Hatter and for the Hatter

¶ The new era in merchandising has arrived triumphantly.

¶ **Borsalino Week** was a tremendous success.

¶ Through a great campaign of national advertising in the daily newspapers, we aroused public interest and created a vast volume of consumer-demand.

¶ This means that we are not only selling Borsalinos to the hatter, but for the hatter.

¶ The publicity will be maintained and the results cannot be over-estimated.

¶ Do not fail to get your share of the business.

¶ Remember,—To sell hats in quantities you must have them in quantities.

¶ At this particular time we are not unmindful of the co-operation accorded us by all classes of dealers from coast to coast who dressed their windows with Borsalinos during Borsalino Week, and in other ways stimulated trade to our mutual advantage.

¶ Let the good work go on.

¶ Genuine Borsalinos are the line to stock, for back of our sale of them to you is our constant education of the public to their undisputed recognition as the world's standard.

¶ For the man who wants style they are the last word in class; for the customer who seeks service they represent the longest wear; and for the economically inclined the value is the greatest in proportion to the price.

Anderson-MacBeth Limited

Sole Canadian Distributors, Toronto

OTTAWA
111 Sparks St.

QUEBEC
Merger Bldg.

HAILEYBURY
Matabanick Hotel

TORONTO
123 Bay Street

SUDBURY
Nickle Range Hotel

SYDNEY, N.S.
269 Charlotte Street

SHERBROOKE
4 London St.

THREE RIVERS
Main Street

RIVIERE DU LOUP
Hotel Anctil

CHARLOTTETOWN, P.E.I.
Queen and Sydney Sts.

We Have Rounded the Curve!

Now for—

A CLEAR TRACK

And

FULL SPEED AHEAD!!

Are YOU prepared for full speed ahead?

Are your stocks of merchandise complete?

Are your shelves filled with new, timely, correctly-priced merchandise that will meet the new demand for maximum service?

You will find in Racine's Men's Furnishings a remarkable assortment of merchandise of this type—garments in which there is real service and genuine merit.

Shirts
Overalls
Pants
Sox
Sweaters

Underwear
Pyjamas
Collars
Cravats
Belts, etc.

ACTION BEGETS ACTION.
SEND US YOUR ORDER.

Alphonse Racine Limited

60-98 ST. PAUL STREET WEST, MONTREAL

Men's Wear Specialists

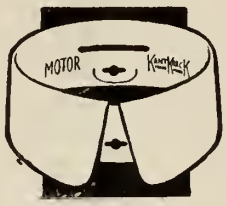
FACTORIES: BEAUBIEN ST., MONTREAL
ST. DENIS, QUE.; ST. HYACINTHE, QUE.

N.B.—A new Sample room has been opened at 85 Germain Street, St. John, N.B.

Mr. Merchant, you lose sales if you don't stock our Washable Collars. They possess all the advantages of the linen collar and none of its vices. It has the full linen finish. Style and Size for every customer.

Not a Collar Left!

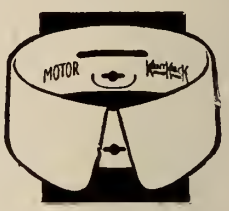
An Appointment To-night!
Stores All Closed!



12½ - 18½

KANT KRACK
TRADE MARK REGISTERED

COLLARS



12 - 18½

A great saving in laundry bills and extra collars. Always smart and clean. Always ready at hand. No saw-like edges. No Chinaman's buttonholes.

Oh why didn't I get a KANTKRACK COLLAR when it was offered?

Every Collar Guaranteed through the Dealer

A point for your customer. He requires a collar in a hurry. You sell him in addition a KANTKRACK With that on hand he can reserve his others.

Parsons & Parsons Canadian Company
HAMILTON, CANADA

Clothes Reflect Your Nature, Therefore Get Prosperous Ones

For Ease, Comfort, Fit and Style our Shirts have a distinct advantage over any others. We have large stocks of every variety, color, fabric, size, and it only remains for you, Mr. Business Man, to display them and reap the reward of your efforts.

Prosperity Shirts

Drop us a line right away for Samples and Agency Terms. The PRICES HAVE BEEN GREATLY REDUCED to meet the general demand for lower priced goods, and in this connection the margin of profit is in your favour, we having cheerfully taken the loss—so BUY WHILE YOU HAVE THE ADVANTAGE.

Prosperity Shirt Company
12 Queen St. East, Toronto

Broadway BRAND

Clothes
for exacting men

Now is the time

when you need to be linked up with a strong selling line.

The dealer who features---

Broadway Clothes

can get the active trade of the men who insist on being dressed up-to-the-minute. Men crave for absolute individuality in style at a reasonable price.

That is where

Broadway Made-to-Measure Clothes

gives you the answer.

Superb tailoring and advance styling that is the height of smartness without being freakish, have gained a national reputation with the consumer that you can profit by.

Your Opportunity

Get on our special order list at once.

To stimulate your sales we are offering for immediate delivery

STAPLES in NAVY SERGES and WORSTED

Randall & Johnston
Limited
TORONTO

HATS FOR CHILDREN. A large selection in Natural Colored Linen — White and Brown— White and Mauve — Blue and Red — White with Black Bands.

CHILDREN'S HATS. TURBAN Shapes, Combination Blue and White, in PIQUE, RA-RA, LINENS and RATINES. All ready for immediate delivery.

See our **BOYS' ETON** Specials

BOYS' ETON CAPS. The most popular brands are ALLIED FLAGS, MAPLE LEAF, BEAVER and BOY SCOUTS. Do not delay ordering if you want to get in on the early business.

BASKET - WEAVE HATS. Large assortment for selection with Battleship name on the bands. The merchant always makes quick sales in these styles. If you are not already a customer, send a trial order.

PALTER SONS
122-128 Wellington St. West
TORONTO

$ Saved by

We Are Ready for Business— ARE YOU?

If not, make arrangements at once to adopt our **Money-Saving Plan.**

This is it: You furnish the cloth, and our staff of skilled tailors will

CUT, MAKE AND TRIM

this material for you into Men's and Young Men's Suits and Overcoats of exceptional merit.

We guarantee satisfaction in design, workmanship and price.

Write or wire for particulars concerning this line, which is deservedly regarded not only as a medium of profit but an asset to be reckoned in dollars and cents.

BEECKEL-ROST CO.
285 Notre Dame Street West
MONTREAL

All the World Over Christy's Hats

Practical Patriotism

The hat styles for men all originate in England.

Why, then, be satisfied with a foreign imitation?

There is a great and growing feeling abroad in the land in favor of British goods; foreign goods were never at such a discount as they are in Canada now.

This feeling is both practical and patriotic. Practical, because British workmanship is unequalled for design and durability. Patriotic, because your money stays in the Empire to employ British workmen, and to further British prosperity.

Our representative will visit you soon with a splendid line of Fall samples—by Christy & Company, London and Stockport, largest exclusive makers of Men's Soft Felt Hats, Straw Hats, Stiff Felt Hats, Caps, etc.

Do not close your order book until you have seen this display.

THE ANSLEY-DINEEN COMPANY, LIMITED

60-62 Front St. West Toronto, Ontario

Sole agents for Canada and the United States

We have continuously represented Christy & Company in this country for over fifty years

Leather Shirts!

In the good old days when knights wore armor and leather shirts, clothiers had a pretty tough time.

Nowadays folks are wearing less husky draperies. Even the best wear out eventually.

And therein lies your cue—somebody will have to buy new shirts, especially the fellows who work in factories and mills and on the farm. There'll be *some* business, and that's the business you must be ready for — ready with the right kind of stock — ready with the right sort of prices.

Our line of shirts will show you some very unusual values—business building values.

We will be pleased to forward you prices and information.

Write us to-day.

Mackenzie Limited

Ottawa - Canada

Made to Measure—Every Individual Suit

We offer you SERVICE. Particular and immediate attention to your requests. Highest Quality and Latest Fashion Garments. The Very Best Tailoring. Prompt Deliveries. Exceedingly low prices. Satisfaction g u a ranteed.

WE GUARANTEE THAT NO COAT FRONT OF OURS WILL BREAK.

WE USE THE VERY BEST HAIRCLOTH AND OTHER INTERIOR MATTER WHICH JUSTIFIES US IN SAYING THIS.

SO POSITIVE ARE WE THAT IF YOU OR ANY OF OUR CUSTOMERS FIND DIFFERENTLY, WE WILL MAKE A NEW COAT FREE.

We can appoint a few more A G E N C I E S where not already represented. Write for details of this proposition. A POINT to remember. The Merchant accepting our Agency is saved the expense of carrying stock in our lines.

HIGH GRADE Workmanship and Finish are our special features.

See Our Special Irish Serge—Indigo Dye—for $33.50

The Canadian Apparel Co. of Canada

533 College Street, Toronto, Ontario

Phone College 91

Buy 'Em and Sell 'Em

The Crowds Will Come!

The Crowds are going to other Stores throughout the Country for Cornwall Pants

Are They Going to Yours?

Our trousers are to be had in staples and fancies—in all wanted shades—of dependable materials.

The prices, too, are in accord with the conditions. Business is on the up-grade. We're on the return to normalcy. The time to order is *now*. You will want to see this line of

DRESS, WORK and OUTING TROUSERS
For Men, Youths and Boys

Send us word to have our representative call.

Cornwall Pants Mfg. Company

Cornwall - - Ontario

Men's and Boys' Cloth Caps

We direct your attention to our wide range of Spring Lines at

Revised Prices

which have been specially compiled with the object of

Assisting Our Customers

These QUICK-SELLING LINES are up-to-the-minute in Fashion and manufactured from the best of materials.

ENGLISH AND CANADIAN TWEEDS

So confident are we of the selection of these Stylish Hats that we anticipate immediate repeat orders. The prices are particularly attractive to our Customers and the Public are responding more generously to the call to make business move faster.

We Guarantee Prompt Delivery to Our Mutual Advantage

In case our Travellers have not yet reached you, drop us a line for the Special Prices.

Palter Cap Co., Limited

Sixth Floor, 122-128 Wellington St. West

TORONTO, ONT.

FITTINGS FOR WINDOW DISPLAYS

Goods tastefully and well displayed secure a larger amount of sales. It is with this object in view EVERY MERCHANT should be well stocked in our appliances, special features of manufacture being: DAINTY and ORNAMENTAL in DESIGN—COMPELLING ATTENTION—ARTISTIC FINISH—DURABLE QUALITY.

STANDS and RACKS of Every Description kept in stock or specially manufactured to customers' requirements.

Send Us Your Ideas

and we will specialize for you

Have You Seen Our Wax Forms?

if not, drop us a line for Catalogues of Prices with cuts. With the assistance of our goods Merchants can double their sales. Deliveries made in 10 Days.

Dale Wax Figure Co., Limited

86 YORK ST., TORONTO, ONT.

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Block, Winnipeg.

Are You using the THREAD that is ALL VALUE?

The "FOUNTAIN BRAND"

Island Pure Irish Linen threads are unsurpassed for Evenness, Strength and Durability, and are warranted to work well. Special threads for all machines. "Perfect Satisfaction" is the verdict of Clothing Manufacturers and Makers of Leather Goods who have tried Fountain Brand.

This superior thread is the product of—

ISLAND SPINNING CO., LTD.,
LISBURN, IRELAND.

Sole Agents for Canada

WALTER WILLIAMS & CO.
LIMITED

FOUNTAIN BRAND

MONTREAL 508 Read Building
QUEBEC 553 St. Valier St.
VANCOUVER 217 Crown Building
TORONTO 20 Wellington St. W.

No. 250 P. S.
Men's Coat Form
LATEST MODELS
On Short Standard for Counter Use

UP-TO-DATE FIXTURES

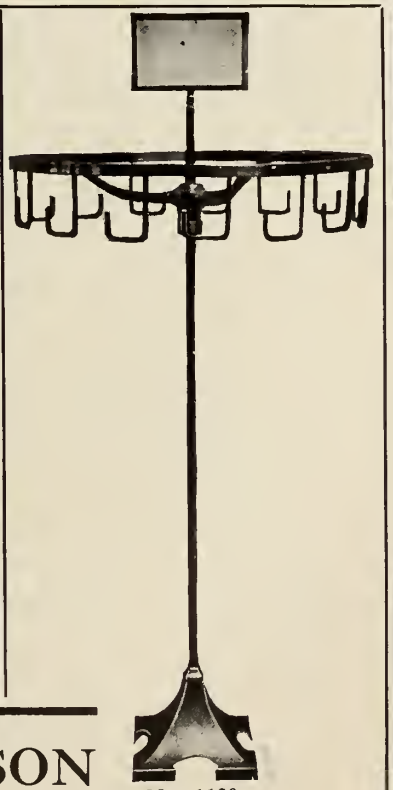
Provide an excellent selling medium, besides giving the store an air of distinction and refinement.

A Large Variety of Coat Forms and Fixtures of every description kept in stock.

WE MAKE DISPLAY FIXTURES in Mahogany, Walnut, Old Gold and Metal Fixtures in all finishes.

MEN'S COAT FORMS and TRIPLICATE MIRRORS

Write for Catalogue.



No. 1130
Counter Tie Stand

CLATWORTHY & SON LIMITED
161 KING ST. WEST TORONTO

LION BRAND BOYS' CLOTHING

Has A Selling Punch

Feature them and you'll get the trade

You Can Beat Price Competition By Quality Goods

Made from splendid wearing materials—reinforced at the hard-wear points — double seat, double knees, double elbows.

You can guarantee 50 per cent. more wear in our lines on account of the quality of linings and pockets.

That's what makes "Lion Brands" wear twice as long and why they appeal to every mother.

They make a hit in style, too, for they are tailored as smartly as any "grown-up" suits. There's selling value in both sides of "Lion Brand" suits—inside and outside.

The JACKSON

Manufacturing Co., Limited

Makers of the "Lion" Brand Boys' Clothing

CLINTON, ONTARIO

Factories at Clinton, Goderich, Exeter, and Hensall

ULSTERS

With a Reputation

Our Barriecloth Ulster

is an Overcoat designed and skilfully tailored to satisfy the taste of the Critical Customer.

HAVE YOU SEEN THIS COAT?

The Popular demand for Coats that are warm and lasting should induce you to get after this

ULSTER

for your FALL TRADE.

Order Now while the price is down.

Samples of BARRIECLOTH in the different shades and description of Coats forwarded on request.

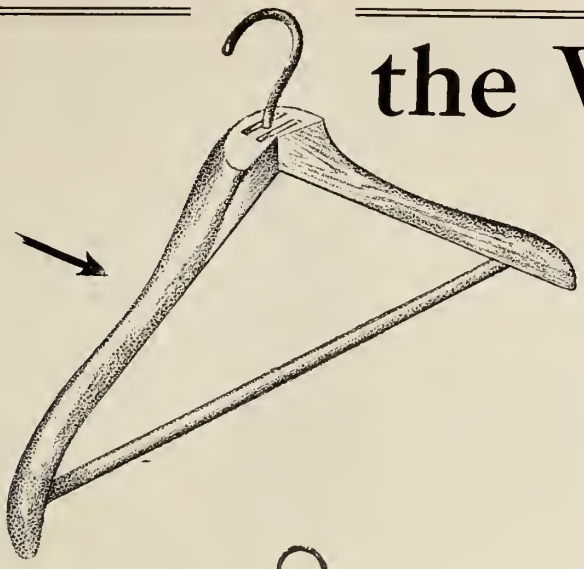
WB Barriecloth WEARS BEST REG'D THE ROBE & CLOTHING CO. LIMITED KITCHENER, ONT.

THE ROBE & CLOTHING CO. LIMITED

KITCHENER, ONTARIO

Add to the Value of Your Goods

No. 74B—Combination Suit Hanger. A Concave Hanger, with Rounded Neck Piece. A Perfect Hanger in Every Way. Per hundred $16.00



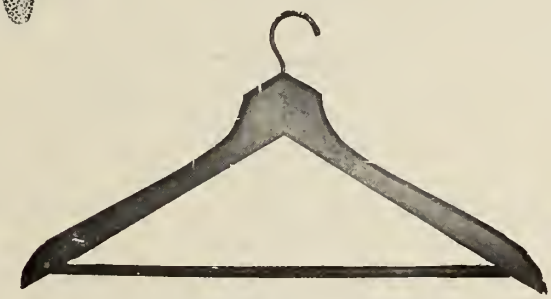
Taylor-Made Display Fixtures

are specially designed for the purpose of enhancing the value of the clothing displayed. Every feature has been carefully considered and is apparent in the Artistic and Dainty Design, finished in Gold and Black Trim. No rough edges to injure the garments, and the joints of the fixtures durable.

Large Range of Models in Stock for Immediate Delivery.

A Guarantee of Satisfaction accompanies All Orders.

Send for an Illustrated Price List, and we feel sure that your order will follow. Business is now opening up and you need additional fittings to assist your sales and to keep your store fashionable.



No. 280—Combination Suit Hanger
A Coat Form Hanger, Strong and Well Made. Lock Joint Head. Per Hundred $11.00

Taylor-Brasco Limited Hamilton, Ontario

WARRANTED · THE · SPEEDWELL · REGD · 1,000 · YARDS

Super India Shrunk Tape

manufactured by

GEO. H. WHEATCROFT & CO.
WIRKSWORTH, ENG.

is made for your benefit, Mr. Clothing Manufacturer, and yours, Mr. Tailor. It's what you have been wanting and searching for—durable, and does neither stretch nor shrink.

It comes in all widths in 250 and 1,000-yd. reels.

Give it a chance to verify its many recommendations. It's second to none!

THE STAG.

Sole Canadian Agents

WALTER WILLIAMS & CO., LTD.

508 Read Building, Montreal
20 Wellington St. W., Toronto - Quebec - Vancouver

—YOU NEVER SAW THIS BEFORE—JUST WHAT I WANTED ! !
—EVERY RED-BLOODED MAN WILL EVENTUALLY BUY—

TOBIN'S "UNIVERSAL" TIE-PRESS

PATENTED

—*"Absolutely*—

no invention of modern times has received such a welcome by the men folks as this simple, sturdy and practical Neck-wear Press."

—*The Critic.*

TIES retain their Original Lustre, Color and Quality—

SAVES
TIME
TROUBLE
TEMPER
MONEY.

Anticipation **Realization**

GEMS OF WOODCRAFT—Light and Dark Oak, Fumed and Mahogany.
EXQUISITE MOUNTS in Brass, Gun Metal, Silver, Gold Plate, Solid Gold.
Each Tie-Press is handsomely boxed—Size 4 x 9 inches.

For an Easter Gift—What More Appropriate ? Descriptive Circulars and Price Lists.

J. TOBIN & SONS, Patentees and Sole Manufacturers **OTTAWA, CANADA**

We Specialize IN BOYS' CLOTHING

And produce THE SUITS THAT PARENTS SEEK, but seldom find. Oxford Brand Boys' Suits are famous for the reinforced parts that bear the greatest wear and tear, thus keeping the SHAPE and SMARTNESS for all time, and the Gratitude of the Parents outlasting the suits.

Made to Measure and Ready Made Suits FOR MEN

Our selection this Season is specially attractive to our customers, not only on account of the Revised Prices, but in the wide range of patterns.

Without fear of contradiction we definitely state that Ours are THE REALLY DURABLE, SMART AND FASHIONABLE CLOTHES.

Large stocks of the Latest Models in MEN'S and YOUNG MEN'S Ready to Wear are always in stock for immediate shipment. Get our MADE to MEASURE proposition.

BACKED BY YOUR MANUFACTURER

That is your position when you place your Clothing Orders with us. With this assurance, and the Quality of the "Oxford Brand"—The Best, there is no limit to your enterprise and progress.

Oxford Clothing Co., Limited

King and Spadina Ave.
TORONTO

THE Lang SHIRT

The Line of Unusual Value

One of the Fastest Selling Lines for Your Store

Here are some reasons, Mr. Business Man, why you should carry our lines of men's and boys' shirts:

The fabrics are the best quality manufactured. From well-known and reliable brands only.

For comfort and perfect tailoring they are unexcelled.

We feature Special Labels. This enables an exclusiveness to your shirt department. Your satisfied customers are bound to come back (if your name is in the garment). Think this feature over.

Always glad to answer your inquiries.

The Lang Shirt Company, Ltd.

Kitchener, Ontario

In all the Attractive Materials of Quality—Zephyrs, Madras, Silk and Wool Taffetas, Plain and Fancy Silks, etc., etc.

OUR POLICY—
If any of our customers are not satisfied, return the goods at our expense for Credit Note or Replacement.

Starched and Soft Brand Shirts
Collar attached Outing Shirts
Sport Shirts
Night Shirts
Pyjamas

Dufferin Shirts

The Dufferin Shirt Co., Limited
914-916 Dufferin Street
TORONTO

See our large range of MEN'S and YOUNG MEN'S READY to WEAR CLOTHING. All fabrics in Up-to-date Fashions only kept in readiness for IMMEDIATE DELIVERY. . . . . THE

STANDARD OF

Tailoring has been maintained as well as Quality during business readjustment. It is with GREAT CONFIDENCE, therefore, that we urge you to Order now in anticipation of renewed business activity.

Our Travellers are now on the road with NEWEST PATTERNS and STYLES at such VALUES as to DEFY COMPETITION. In revising our prices WE HAVE . . . . . .

NOT LOWERED THE

QUALITY OF OUR GOODS in either manufacture or cloth to meet the popular demand for Clothes at lower figures. Such fair treatment merits a trial from new firms.

EMPIRE CLOTHING COMPANY
TORONTO, ONT.

Leishman's

Made to Measure Sets and Swatches

will prove to you beyond any doubt the QUALITY of the garments which are ALWAYS UP TO SAMPLE in point of Style, Quality and Workmanship, and we have no hesitation in placing our suits before the elite of society.

Very Careful Attention is Paid to

Instructions as to measurements to ensure entire satisfaction and PERFECT FIT.

For men who consider their personal appearance before anything else as a means of progress, and such men must be immaculate—our Clothes give them additional grace, comfort and endow them with enthusiasm.

Wm. H. Leishman & Co., Ltd.

192-194 Spadina Ave., Toronto

Makers of the Best Tailored Garments for Men

Our Caps you **Sell,** Not Handle, or Stock

You Want a Cap that Sells on Sight

Mr. Merchant:

There is always a reason for rapid expansion. To pass by well and long established makes in these trying times carries but one answer.

We are making something different which the public buys on sight. A Trial Order will convince you of the rapid selling qualities of the "G & C" brand. A BAG WITH EVERY CAP.

TRADE MARK
G & C
stands for
Good Caps
To Men Who Know

GREENBERG & CENTNER, LTD,
431 KING STREET WEST **TORONTO**

SPECIALIZING

This is an age of SPECIAL ENDEAVOR in SPECIAL LINES of Business or Profession, and the man who devotes his Time and Talents to any one Particular Craft will naturally become more proficient in that craft than the man who tries to master several.

We think we can lay a just claim to being "CLOTHING SPECIALISTS" for the reason that we are devoting all our efforts to the manufacture of

"ONE GRADE OF HIGH-CLASS CLOTHING"
"FOR MEN ONLY"

and RESULTS have certainly justified our EFFORTS.

Our Specialties are:—HIGH-GRADE WHOLESALE CUSTOM TAILORING from THE FINEST IMPORTED BRITISH WOOLLENS, with special attention to INDIGO SERGES.

We also have facilities for handling a certain amount of Cut, Make and Trim business.

WRITE FOR PARTICULARS

A. E. RICHARDSON & CO.
172 SIMCOE ST. TORONTO

C.N.R. Made to Measure Clothing

We are ready now for Spring and Summer with many new features in—

Style, Fabrics and Colorings

CNR "Proper" Clothes will win the approval of style critics and those seeking correct and refined apparel.

Coppley, Noyes & Randall, Limited

Hamilton, - Ontario

FIT-U CAP

WITH WINTER INBAND

ADJUSTABLE TO ANY HEAD

Patented 1920

Customers from coast to coast have been asking for a winter inband in our "FIT-U" cap—

HERE IT IS!

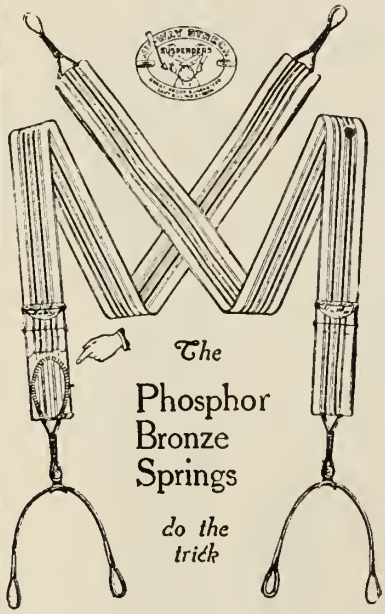
Warm, comfortable, snug fitting band, lined with fur or sanitary cloth, knitted visor in front, easily adjusted to fit any head from 6⅝ to 7⅜. No worry re sizes. No odd sizes left over.

SEE THIS LINE BEFORE PLACING FOR FALL

Full assortment of natty Spring styles on hand for immediate selling, both in "FIT-U" and Regular. Careful attention given to mail orders, and satisfaction guaranteed.

TIP TOP CAP CO. (Greene-Swift Ltd.) LONDON, Ont.

S-T-R-E-T-C-H



The Nu-way **Always** Has It.

With no rubber to deteriorate you can bank on the Nu-Way for service and satisfaction.

You will need Nu-ways for warm weather.

Order Now

The Phosphor Bronze Springs *do the trick*

Nu-Way Strech Suspender Co.

MANUFACTURERS

St. Thomas - Ontario

Deacon Shirts

FOR STYLE
WEAR AND COMFORT

We Manufacture

STARCHED SHIRTS
WORKING AND OUTING SHIRTS
FLANNELS, ALL SHADES
TWEEDS, SATEENS
DRILLS, OXFORDS
FLANNELETTES
BOYS' WAISTS

The Deacon Shirt Co.
Belleville Ontario

MILNE'S NECKWEAR NEWS

Big Values Right Prices

The Tight Little Knot for the Tight Little Collar

The Snappy Tie for Young Men

A Real Sure Sales Getter

Write to-day for a real live assortment. Our Traveller may not get around to you for several weeks.

DO NOT LOSE SALES

Prices $6 $7.50 $10 $12

Advance Showing of the "Spur" Collar. Through Kindness of Cluett, Peabody Co.

WILLIAM MILNE

The Newest in Neckwear

129 Spadina Avenue Toronto

Avenue Brand Clothes

Made to Stand the Racket

Boys' Clothes
at Their
Best

THE W. J. KEENS COMPANY LIMITED

WHOLESALE CLOTHIERS

TORONTO

MEN'S WEAR REVIEW

Issued on the first of each month

Published by

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THE SPRING NUMBER

IN the hope that some useful hints might be obtained that would serve as an aid to Canadian retail clothiers and haberdashers in the merchandising of their Spring stocks, Men's Wear Review recently visited some American cities and interviewed the heads of men's wear stores, or department managers, with regard to methods of doing business. We have never regarded any expense too great or time ill-spent in search of new ideas that would be of benefit to the readers of this paper; and we feel confident in sending out this Spring number that it will contain some bright suggestions for aggressive merchandising men in this country. It might be mentioned in passing that this visit and its results were not all one-sided. American dealers made careful inquiries of the Men's Wear Review representative with respect to various phases of merchandising, and we were able to pass along a number of suggestions gathered from knowledge we have obtained from Canadian institutions.

These features, in connection with the convention report, which is of vital interest to all Canadian men's wear dealers, will make this issue, we believe, one of the most interesting and profitable we have sent out.

MR. LEARIE'S ADDRESS

IT is to be said in favor of Mr. Learie's address at the convention on the subject of taxation that he presented a very able case in support of a turnover tax on sales that shall be paid by the retailer to the Government, as opposed to the method endorsed at recent retail conventions, namely, that the tax shall be imposed at the source of manufacture and absorbed in the bill of costs presented with the shipment of goods. It is, perhaps, as able a case as can be presented along these lines. While there may be, momentarily, some grounds for Mr. Learie's contention that it is hard to determine who the "manufacturer" is, it seems to us that this difficulty is more apparent than real and should be brushed aside afer a little careful consideration and the application of a little common-sense.

The point which Mr. Learie emphasized—and it is worth consideration—was that a tax such as retailers in convention have endorsed and which, for purposes of argument, may be placed at 5 per cent., would necessitate the retailer carrying an additional load because this tax, having been absorbed in the inventory, would have to be carried in the shape of money until the goods were disposed of. Taking a hypothetical case, Mr. Learie held that the purchase of $100,000 worth of merchandise during the year would mean the carrying of $5,000. This amount of money would be wrapped up in the goods he had paid for and carried, or a portion of it carried, until the merchandise was disposed of.

It seems to us that the argument to this contention is to be found in the plan outlined by Ed Mack at the convention, namely, the four-season buying. The idea of the four-season-buying, of course, is a quicker turnover. It would mean carrying smaller stocks from season to season. It would mean paying smaller bills at more frequent periods. It would mean a safer and saner buying policy with considerably less danger of over-stocking and being forced into profit-sacrificing sales. We believe there would be very little to be suffered by the retailer in the way Mr. Learie contends if there were a four-season buying plan in operation. It would mean a quicker turnover; so quick, in fact, that very little money would be wrapped up in the way suggested by the speaker.

Mr. Learie said—and rightly so— that it would be unwise at this time to place a tax on land. Whoever it was who said that Canada's national debt would be paid by the first six inches of Canadian soil came very near the truth. The speaker contended that the time was not opportune to place any restriction on agricultural endeavor. It seems to us that he was slightly illogical when he argued in favor of a tax that would, to some extent, place a restriction on the retailer's merchandising. It would mean that the retailer would have to sell the tax; and he has had sufficient experience with this in the defunct Luxury Tax.

BRIEF EDITORIAL COMMENT

CONGRATULATIONS, R.F.—you've got a good year's work cut out for you.

* * *

THE CONVENTION banquet was good—but very dry in spots.

* * *

THE OTTAWA officers are to be congratulated on the way they handled the convention under the difficulties that arose during the last two weeks. The fact that they had to shift the scene of operations from Ottawa to Toronto did not interfere with the smooth manner in which the convention was carried off.

Third Annual Convention of Clothing Section of Ontario R.M.A. Held at King Edward, Toronto

President Fisher Reviews the Past Year—Refers to Difficulties of the Trade Encountered and Overcome Since Last Convention—Surprised That There Were Not More Failures.

THE third annual convention of the clothing section of the Retail Merchants' Association of Ontario was held in the King Edward Hotel, Toronto, on Monday and Tuesday, February 21 and 22. The attendance on the first day was rather small, particularly in the morning; but by Tuesday morning the number had swelled to goodly proportions and was very representative in character. President E. R. Fisher, of Ottawa, presided throughout the entire convention. In calling the convention to order on Monday morning, he made the suggestion that, in future, the convention might better convene at two o'clock in the afternoon rather than in the morning.

Welcome from the City

Controller Maguire of the city council extended the civic welcome in the absence of Mayor Church. Touching on the matter of taxation he stated that, knowing the conditions with which business men were confronted here and elsewhere, the whole system of luxury taxation was wrong. It had not been levied in such a way that all contributed to it. He did not believe that any one wanted to escape their just share of taxation but they did want to see it levied fairly and equitably and if this were not done the country would face a serious situation. "I believe that the tax should be levied right at the source, that is, at the manufacturer's, where everyone will help to pay taxes. You must take your place in this respect and impress upon your representatives in parliament the necessity of distributing the tax equitably and not penalize the men with money, for after all they are the men who keep the wheels of industry running with their money. As long as people are made to feel that everybody is assuming their fair share the results are bound to be better." A vote of thanks was moved to Controller Maguire by Ed Mack, of Toronto, and Dan Johnson, of Ottawa.

The President's Address

The president remarked, in opening his address, that he was glad to see so many live wires present. He expressed regret that they were unable to hold the convention in Ottawa. One of the newspapers there, he said, had thrown a monkey wrench in the machinery and had had the city quarantined as a result. They did not have one case in a thousand in the city; but alarming reports had been carried all over the country through, he thought, the Associated Press. He hoped that at some future time they would have the pleasure of holding the convention at Ottawa and he would not like that time to be too far ahead because, from present appearances, it would be as dry as a desert there in the not far distant future.

Touching reference was made by the president to the death of William Blair, of Ottawa, former treasurer of the Ontario clothiers. "We all feel that we have lost one of the brightest clothiers in this country and one of the finest men that belonged to this organization," said Mr. Fisher.

A Strenuous Year

"I think the year we have passed through," said the president, "was one of the most strenuous in the history of the trade. The retailers have had so many obstacles to overcome. There are five or six reasons why this has been a strenuous year.

"The first obstacle was the Board of Commerce, and, as an organization, we did combat this board from the very start and I think if it had not been for our organization, we would not have got as far as we did. The second obstacle was the luxury tax. The administration of this tax was cumbersome and its effect on business was to slow it up. If the Government had allowed the tax to be swallowed up and taken by the people as a coated pill it would have been all right, but they would not permit this. The third obstacle was the 'Ol' Clothes' league and the overall movement and the result of these two movements was that they got quite a way into business. The fourth obstacle was the buyers' strike, which was propaganda put out by the newspapers of this country to the detriment of business and for no other reason than to spend more money in advertising to get business. I look forward to the day when the retail clothiers can stand together and can say to the newspapers that this is the wrong kind of propaganda and when we get to that place they will listen to us. This propaganda was unfair in every shape and form and yet these are the people who do not stand to be touched for they are asking for increased advertising rates. In this they are not consistent. They are not willing to take the losses that we have taken in the last year. The great wonder to me is that we have had so few failures during this period and it is demonstrating that the clothing men of this country are running their businesses along scientific lines. Even a financial paper of good standing in this country blamed the retailers for holding up prices and their statement was a libel on the clothing men in every respect. The retailers have taken their loss and the Financial Post or any other financial paper that says that the retailers are not taking their losses is doing them a grave injustice."

PAST PRESIDENT E. R. FISHER
Ottawa

Future Looks Bright

After expressing his appreciation of the co-operation of the members of the executive during the year of his tenure of office, the president spoke a few words with regard to the future. "The future looks bright," he said, "after what we have passed through. We are still having our troubles but we are looking forward to the period when we will not be hampered in our business. I believe that we are going to be saddled with a turnover tax. I do not believe this is the proper tax at all and that it will work a hardship on the merchants of this country."

President Zieman's Address

President Zieman, of the Ontario Retail Merchants' Association, addressed the convention for a few minutes. He said it should be to the interests of all the clothing men in the province to attend this convention, but, unfortunately, may business men thought that the other fellow would attend the convention. Unless there were some vital questions before them such as had arisen

"I Have Every Reason to Predict that Dominion Association Will be Formed by Next June"

In-coming President, R. F. Fitzpatrick, Says That Formation of Dominion Association Is Well Under Way—Time Has Not Come to Give Up the Fight—Asks for Co-operation of All Members.

PRESIDENT R. F. FITZPATRICK
Toronto

during the past year, they would not make the effort to attend these conventions and it was left to the earnest efforts of the small minority to attend to these matters and to adjust the things that were wrong.

Mr. Zieman felt that the big body of the association, that is, the Retail Merchants' Association of Canada, was being forgotten in the convention. The delegates were dwelling too much on their own branch of the association and not enough publicity was given to the fact that this was a section of the great organization known as the Retail Merchants' Association of Canada. It had only been by perseverance that this great organization had been brought into being and it should not be forgotten that this branch had been organized under the charter obtained by the Retail Merchants' Association of Canada and the co-operation of all these branches was urgently needed. We wanted to get away from the fact, he said, that we were only in business for ourselves and for the community which we serve but that we must safeguard not only our own interests but the interests of the people in the community which we serve. The luxury tax, for instance, did not only affect the retailer but the consumer as well. If our energies were bent along this line, remembering that we are members of the great Retail Merchants' Association of Canada, we will have the prestige and influence of all the branches linked up when we go to have legislative abuses corrected.

Mr. Zieman said that the work of the provincial office was hampered by an insufficient staff. Mr. Miller, he said, was doing the work of two men. Last year was the biggest year in the history of the association and although one of the Western provinces was straining hard for leadership, he believed Ontario would still remain the banner province of the Dominion.

Ed Mack, of Toronto, took objection to the words of the previous speaker with regard to not giving enough publicity to the parent association. He pointed out that, in the first place, they had only been in session an hour; and, in the second, that a good deal of publicity in the programme itself had been given to the work of the parent association.

R. F. Fitzpatrick

The vice-president, R. F. Fitzpatrick, expressed the opinion that the work of the provincial president was not sufficiently appreciated. There was a time when he (the speaker) had been lukewarm toward the Retail Merchants' Association and it was only when they had organized a trade section of their own that he had come to realize what work was done and had got enthusiastic over that work. He said that it was necessary to attend a meeting of the Dominion or the provincial board to appreciate the work that was being done for us as a trade section. After his Western trip, in which he had talked with Mr. Zieman, Mr. Banfield and Mr. Trowern, he became much more sympathetic toward their work. He felt that the clothing section was to be congratulated in having men who gave so much of their time to this work and, as a clothing section, they should co-operate in every way possible with the parent association. Mr. Fitzpatrick stated that when a Dominion association was formed amongst the clothing men, they would have a representative of their own on the Dominion board; but he was satisfied that they would soon have a representative on the Dominion board as a provincial section.

Dan Johnson, of Ottawa, expressed the view that every trade section should have an organization of its own leading up to and co-operating with the Dominion Retail Merchants' Association. Mr. Trowern, he said, had approved of a Dominion association of retail clothiers.

The Closing Banquet

The convention was brought to a suitable conclusion on Tuesday night by a rousing banquet to which some one hundred and fifty guests sat down. Mr. Fisher acted as the toastmaster of the evening and at the head table sat the newly elected officers of the association. In speaking of the outstanding features of the convention, the toastmaster believed them to be a greater desire to know your competitor, the greater co-operation from every member of the association in the association's work as a result of which there would, he felt, be three times the number of delegates at the next convention.

Henry Watters, of Ottawa, president of the Eastern Ontario and Ottawa District Association, replied to the toast to "Canada." He strongly argued for a greater spirit of optimism. Every merchant should have confidence in himself and in his country and unless he did it would be impossible to work out our destiny as it was intended we should. He said that the standards of citizenship should be raised, having in view at all times the happiness and contentment of the people and that merchants who were dedicated to a citizenship of high standards should not be unmindful of the welfare and the happiness of the humblest worker in the industrial army. They should strive unitedly for a fair wage for the humblest of workers, for their work, no matter how humble, was honorable.

Ed Mack, of Toronto, proposed the toast to "The Trade" and it was responded to by T. W. Learie, of the W. R. Johnston Co., Ltd., of Toronto, and F. W. Stewart, Canadian manager of the Cluett-Peabody Co., Ltd. In the course of his remarks, Mr. Stewart expressed the opinion that if manufacturers had written off their losses as readily as the majority of retailers had done the situation would be better to-day than it was. Speaking for his own company, he said that Cluett-Peabody Co., Ltd., had written off within the last few months some $3,000,000. Of this amount $2,500,000 was on goods on hand and about $600,000 on contracts that had been given for new goods.

The New President

"Our Association" was proposed by the newly elected president. "I have every reason to believe," said Mr. Fitzpatrick, "that if we continue for the next few years as we have done during the past year or two, instead of having 400 or 500 members we will have 4,000 or 5,000 members of the clothing section. I am not surprised that we have not formed a Dominion association yet but I can tell you that the formation of a Dominion association is well under way. I have, within the last few days, received telegrams from British Columbia

Continued on Page 83

An Orchard Full of Straw Hats

How the National Clothing Co. of Rochester Arranged the Best Straw Hat Window They Ever Had—Difference Between a Merchandise and Artistic Display—Removing Goods From Windows

THERE are two distinct kinds of windows, according to John F. Loock, display manager of the National Clothing Co., of Rochester, one of the most progressive stores in the East. One is a purely artistic display, the primary purpose of which is to display merchandise in a beautiful, artistic way that sets it off to the very best advantage. While such a window creates a desire to possess, it does not do this to the same degree as the merchandise window, which, Mr. Loock says, is the other kind of window and is the particular kind of window which this company favors in its store policy. It might be mentioned in passing that it is the policy of this store to charge each department for the window displays that appear from time to time. The window display man must be paid. How shall he be paid? It is his duty to make windows of such a character that they will move goods out of the departments; in other words, he helps to turn over the goods that are on the shelves of each department. Therefore, they figure out, the departments whose merchandise moves because of his efforts should pay his salary. And they do.

"Something That Stops"

In speaking of a window that proved to be the best straw hat window that the National Clothing Co. ever produced, Mr. Loock outlined his idea of the merchandise window. "You must have something in the window that stops the passerby and then you must have something that sells him. From our point of view we realize that a beautiful setting may be created for a window, but if the window does not sell any merchandise what good is it?" It is the policy of this store, therefore, to make original displays in their two windows. They take every advantage of a national or local event to arrange a display that will attract people to their windows.

An Orchard of Straw Hats

On this same page is the reproduction of a section of a window display arranged by this firm at the opening of the straw hat season last year and is one that can easily be followed by the smallest store in this country if a little time and expense is put into it. It is using to the very best effect some of the things that nature provides so abundantly. There were three trees of this kind in the window. They were young trees without the foliage on them, with the exception of an odd sprig or two, conveying the suggestion of the first spring budding of the trees. These trees were obtained from a nursery and the floor of the windows was made up of dirty moss, also from a nursery, of the real orchard color and looking altogether like an orchard with a few evergreen trees just sprouting out of the ground.

The straw hats were fastened on the small branches of the tree with black thread, while here and there small hats were placed which conveyed the impression of blossoms in the orchard of straw hats. When the work was completed it really looked to the passerby as if the hats grew on the tree, that some were just in blossom, and that this was a unique kind of orchard devoted to the express purpose of cultivating straw hats.

The Merchandising Idea

To the distant or the casual passerby, that was the thing in the window that arrested his attention. He could not pass such an original display; he must, perforce, stop and look at it. The next thing to do to carry out the idea of a merchandising window was to sell the hats from the window display. Just next the glass of the window was a small fence with a graduated height, at least this was the effect given by the display of the hats. On each of the posts of this fence was another hat and on this hat was a small, neat price ticket. The orchard idea drew the people to the window and the price ticket and the value of the hat which people could see when they came near to the window made the biggest sale of hats from a window that the National Clothing Co. ever had.

With the window their advertising ran hand in hand. They had a picture of the window taken and a cut made for use in the newspapers which gave a double effect to the whole idea.

Taking Goods Out of the Window

Many people get the idea that things are put in the window only for display purposes, that when one goes in to look at the merchandise it is not the same that is displayed in the windows. They look upon the window as the bait to the passerby, but when he gets inside he is more or less of a sucker. The National Clothing Co. have tried to remove this impression from men who are disposed to patronize their store. They have a standing card in the window which says, "We will gladly take out of our window any garment or article on request." If the customer has the impression that the thing in the window is better than the thing he sees on the inside of the store they will gladly take the article out of the window for him; otherwise, they do not feel constrained to do so.

Linking Up With The Boys

How Browning, King & Co., of Buffalo and Other Places Keep in Touch With the Little Men —Publishing a Magazine Devoted to Things of Interest to Boys—Membership in a Store Society

"BETA KAPPA BETA is a Greek letter fraternity established by Browning's Magazine, the motto of which appears in the Greek characters on the senior pin. This motto 'Tekmairei Krem Ekaston' may be freely rendered, 'The Deed proves the Man'."

The above is a quotation from a little magazine published by Browning, King & Co., who operate one of a number of stores in Buffalo. "Beta Kappa Beta," in other words, is the name of a boys' club that has been brought into being by this company for the purpose of promoting their merchandise amongst the little men of the various cities where their stores are located. Boys of 18 years and younger are offered, in this magazine, a medium of exchange of views as to their sports and other interests. Before a boy is admitted to the membership of the society he must, to some extent, be a customer of the store, and he is admitted to higher degrees in the society according to the number of purchases made. Any boy registering at any of the retail stores of this firm will receive an artistic bronze pin of the fraternity and thereafter his progress from a junior to a senior member and to a graduate member will be rewarded by the senior pin and the graduate watch fob, both beautiful devices in gold and colored enamels. A pair of cuff links, gold and enamel, is the post graduate emblem, and Browning's Magazine is sent free to the members of the society.

Established Six Years Ago

The firm of Browning, King & Co. established this club some six years ago and since that time it has met with signal success among the boys of the United States. In those six years some 75,000 boys have received the attractive bronze insignia that denote membership in the juvenile order of the B.K.B. The magazine itself is one that easily holds the interest of the youthful reader. It is divided into several sections, each of which appeals in its own particular way to boys of different temperament. An interesting story for boys is written as a leader to the sections in which the boys are primarily interested themselves because they are contributors to these sections. Then follow "The Book Club," which is of a more serious and educational character and treats with the wise selection of books for young gentlemen of their early years. In the article written under this heading some good advice is given with regard to the selection of good books of history that should be the common knowledge of every full-blooded American boy.

Photography Department

One of the sections of this magazine is devoted to amateur photography. The magazine awards a prize of $5 each month for the best original photograph submitted by an amateur, provided that it has not been previously published elsewhere. If the magazine accepts any other pictures for publication, they give the boy $1 for it. This section is conducted by one who is familiar with photography in all its phases and he usually writes an article of interest each month, suggested by the photograph that has been awarded the first prize for that particular month. In the month of February, for instance, the first prize was awarded to a picture entitled "Among the beeches in Winter" and it is a forest scene taken near Milwaukee, Wisconsin. On the opposite page, the conductor of this section of the magazine gives a little talk about the beauty of trees and suggests to the readers how long exposures should be given of Winter scenes in the forests. Other useful hints on photography in Winter are given.

The Talent Department

One of the educative sections of the Magazine is the "Talent Department" and this is devoted to the publication of prize essays written by members of the B.K.B. A cash prize of $5 is given for the winner of the first prize. Sometimes the subject of the essay is chosen by the editor of this section; sometimes the selection of a subject is left with the writer himself. The editor of this section announces, for instance, that "The Test" will be the subject of the next essay, for which three prizes will be given, $3 for the first prize, $2 for the second and $1 for the third. A few paragraphs of this section are devoted by the editor to a critical analysis of the essays sent in by the boys for publication and some frank advice is given to young aspirants to literary achievement regarding style and composition.

The Sign of the Sphinx

There is also a section of this interesting and instructive magazine devoted to puzzles and riddles. A special prize of $3 is given by the magazine to the person sending "The Sphinx" the best complete set of correct answers to a considerable list of puzzles. A second and third prize of $2 and $1 respectively are given for the best answers in the order of their correctness. Some eight puzzles are given, and the answers to previous puzzles are also given in the magazine in this section.

Other interesting features of the magazine are the publication of names of those who have been admitted to membership in the B.K.B. or have been promoted to a higher degree; the prize winners of the various contests; words of appreciation of the worth of the magazine by members of the B.K.B.

It is not to be supposed that the interests of the firm are overlooked in the publication of this monthly magazine. New fashions and fancies are outlined, not only for the boys but for young men and men as well. While this magazine is primarily devoted to boys, it goes into the homes of men and young men and their interests are not lost sight of in the publication of the magazine. The magazine is used for important announcements with regard to store policy or prices and the reader, be he young or old, is kept well informed of news that will be of interest to him if he is a prospective purchaser of clothes or accessories.

To Co-operate With Press

In the opinion of the delegates to the Ontario convention so harmful to business have been the articles that have appeared in the daily press from day to day during the last year that they think it wise to appoint a committee to co-operate with the press in matters pertaining, generally, to trade conditions in clothing and furnishing lines. The following resolution explains the feelings of the convention in this respect:

That an information committee be appointed, and that all matters pertaining to clothing in the way of reduced cost in material, making manufacturer's sales, or any other information of an intelligent or useful nature be forwarded to this committee by our members, and also by the manufacturers, and that the Press be requested to communicate with this committee before publishing articles of a hearsay nature.

This committee to be composed of Ed Mack, Geo. Grey and G. H. Douglas.

Association Must Give Leadership and be a Bulwark in Times of Stress

Its Aim Should be to Make It Easy to Do Right and Hard to Do Wrong—Should Bring to Its Counsels the Wisest and Sanest Men of the Trade—Help the Weaker Men Become Stronger.

By R. F. Fitzpatrick, President

The keynote of the convention of the clothing section of the Retail Merchants' Association of Ontario recently held in Toronto was, I believe, co-operation—greater co-operation between the clothing men in their respective towns and cities throughout the province; greater co-operation, as an important section of the retail trade in this country, with the Dominion R.M.A. in seeking legislative reforms or in preventing legislative encroachments on our liberties; greater co-operation with manufacturers and wholesalers in any way that will improve conditions of trade or merchandising of goods. It will be my earnest endeavor during the ensuing year to give practical expression to this spirit, in the hope that our next convention will be the best in the history of the trade.

Effective co-operation during the coming year will depend upon the permanent development of this spirit amongst the men of the trade in their respeetive localities. It cannot be expected that men will be made to feel the good-will that permeates our conventions unless they are made to feel this good-will in their own places of business day after day and week after week during the whole of the year. The development of this spirit of good-will must begin locally; it cannot be born provincially. It depends, not upon a yearly contact with men who gather from different parts of the province, but upon a daily contact with competitors; a contact that can be made beneficial to men who are honest and honorable in their methods of business; a contact that can be made dangerous to those who indulge in sharp practices and so throw discredit upon us all. It will only be when we realize what good results follow local co-operation and organization that we will fully appreciate provincial or Dominion co-operation and organization.

I think that the work of organization should be more vigorously promoted amongst our men than it is being promoted. We cannot deny the fact that these conventions are not bringing together even a fair proportion of the men of the trade. The clothing men of the province are not working together as they ought to; their is lack of co-ordination in their efforts; there are still too many little prejudices and jealousies that keep them apart in their several localities. It seems to me the time has come when we should seriously consider some action whereby we can work up a stronger provincial and, ultimately, a Dominion organization through definite organization work in the towns and cities of this country. The time will come when we will have to organize along the same lines as organization work is carried on in the United States, when we shall have to have a paid secretary devoting his entire attention to our own branch of the Retail Merchants' Association, and when we shall have to have an official organ of our own that will be the mouthpiece of the leadership which the executive of this association should give throughout the year with regard to problems that arise from time to time.

The year upon which we have entered will see the continuation and, we hope, the completion of the readjustment to normal conditions of trade. During the past five or six months we have passed through an orgy of sales, and I hope and believe that aggressive merchants have come safely through this trying period, though it has meant considerable loss to them, and are now ready to proceed with legitimate merchandising on the new standard of values. There is no denying the fact that public confidence in our business has been somewhat shaken during the past year because of the activities of the Board of Commerce which cast an unjust suspicion upon our methods of merchandising and the profits we made during the exceptional year or eighteen months following the signing of the armistice. I do not believe that the mid-seasonal sales, which nearly all of us conducted, had a tendency to re-establish this confidence on the part of the buying public; but they were, in many cases, an absolute necessity because of pressure from the banks or overloaded stocks which would have entailed a great financial loss if not disposed of before the market prices fell to their present levels.

Now, however, this period is past, and we are about to enter upon our Spring season. I am very strongly of the opinion that the convention sent its members back to their places of business with a definite, fixed resolve to do all in their power to restore public confidence in our business, and that there should be a unity of action, with regard to certain phases of Spring merchandising, on the part of the clothing men of the province.

In the first place, I think our advertising this Spring should be conservative and should take the public into our confidence. Clothing prices during the last two months have been cheaper than they will be during the Spring season if we are to get our legitimate margin of profit. Let us tell the public so in a straightforward manner. I think that the use of comparative figures in Spring advertising should be altogether avoided. Old values have passed into history. It is no longer true to say that a suit is worth such-and-such a price and is now such-and-such a price. It is only worth its present market value; whatever it might have been worth in the heyday of high prices is no longer of importance, and the constant reference to those bygone prices is only confusing to the public mind, it is altogether misleading, and the men who refer to such prices are throwing discredit upon the men who have taken their losses on the falling market and are now merchandising on a sound and legitimate basis.

I think we should, by all means, avoid sales during the Spring and Fall seasons. The continuance of these will only still further unsettle public confidence in our business and in our methods of doing business. I am convinced that merchants have bought very conservatively for their Spring requirements and are, therefore, in a position where they will not have to conduct sales to rid themselves of surplus stocks. Moreover, manufacturers' and wholesalers' stocks are such that we can safely proceed on the basis of buying, having in view a quick turnover. I think we should so concentrate our efforts on quick turnover that we should buy on a thirty or not more

Continued on page 47

Continued from page 46

than a sixty-day basis. And if we are careful buyers and scientific merchandising men there will be no need—there ought to be no need—of conducting mid-seasonal sales. I venture to think that if mid-seasonal sales are again resorted to this Spring, many merchants throughout the country will face hard financial straits in the near future.

The question of cancellations is and has been one of the most vexing questions in the trade during the last year. In my opinion, our conventions are to no purpose unless they give direction to outstanding questions affecting our business, and, having done so, compel us to abide by definite decisions. Undoubtedly, many of the sales conducted during the last six months by manufacturers over retail counters were caused by heavy cancellations that created "distress" goods. I admit that the times were exceptional. Merchants' stocks were heavy because delayed shipments had come forward, shipments which were never expected because of the difficulties of production. Many of us ordered more goods than we ever expected because we did not expect to receive them. I believe that our association should co-operate with the manufacturers and wholesalers in framing some form of contract, equally binding and equally satisfactory to both parties. If every merchant in this country knew that he would be obligated to take every order he placed with wholesaler or manufacturer, I venture to say that he would be much more careful in his buying policy; that he would so study conditions that he would become a better buyer, and that he would not be forced, from time to time, to unload stocks that had been bought recklessly. Altogether, it would make him a better merchant with a better system governing his business.

The clothing industry and the merchandising of clothes in Canada are only in their infancy. Within the next decade or two our population, instead of eight millions of people will, we hope, be sixteen millions or even more. These millions have to be clothed. It is inevitable that new ideals will creep into business ethics by reason of the foreign-born who come to our shores from other lands. Not only should we guard ourselves against business methods that throw discredit upon us from within, but without as well. Our association, if it is to accomplish the high purpose for which it was brought into being, must give leadership at all times; it should make it, in the words of a great statesman, easy to do right and hard to do wrong. It should help the weaker man to become stronger if they are prepared to do business in an honest way; it should weed out the dishonest whose methods bring the whole industry and business into disrepute. It should stand as a bulwark in times of stress such as that through which we have recently passed, and it should bring to its counsels the wisest and sanest men of the trade who are big enough and broad-minded enough to lend their services to the sound promotion of business methods and ethics that will make our industry one of the most respected in the land.

What Montrealers Say About Fall Outlook in Headwear

Price Recession Since Year Ago Has Been Substantial—Fall Lines Likely to be Later—Hints About Fall Styles Are Given.

IN discussing the prospects of Fall business in headwear with several prominent Montreal wholesalers, Men's Wear Review learns that they are now accepting orders for Fall merchandise to be made up whenever price considerations warrant the same. In other words, the makers are offering every inducement to retailers to meet them half way in the endeavor to keep the factories running and prevent any shortage in the future should business fall off seriously.

Retailers in Montreal generally are buying with marked caution and a wholesome regard for the uncertainties in regard to prices. A leading wholesaler stated this month that retailers seem to be laboring under the misconception that big reductions are being made in both Spring and Fall goods, but, as a matter of fact, the said reductions do not exist. Certain reductions have, of course, been offered on stocks left on the maker's hands by reason of the cancellations of last Fall and the subsequent lack of orders this Spring, but factories are now practically at a standstill and, consequently, wholesalers will not consider further reductions until the straw hat season is well over.

The reduction that has already taken place since the peak of wartime prices was reached, and the decline began, ranges from about $9 a dozen upwards, depending upon the quality and price. All the principal hat makers are now shipping orders at greatly reduced prices and absolutely protecting their customers against loss. Retailers, however, to whom such opportunities have been presented have felt it unwise, in face of the unsettled outlook, to take on much additional stock, even at the most tempting prices.

It is not unlikely that the Fall lines will be a little later this year than usual in making their appearance, and, if such is the case, it will be owing to the uncertainties besetting the manufacturers and the necessity of waiting until the last possible minute for developments that may influence prices.

Cap prices are now showing a substantial decline over last year's quotations, varying from 10 to 15 per cent. on average qualities. It is not expected that any further drop can take place in the cap industry until the question of labor receives more consideration. This item of production is generally conceded to be the main cause of keeping prices up indefinitely.

Fall, 1921, will find the small shape felts with rolled brim well established in favor, especially in pearl shades of grey. The "prince" shape is still strong with young men and will undoubtedly be the leader in Fall. Bands are decidedly wider and the smart back-tied bow is preferred to the conventional side effect. Several brown shades are spoken of as being "new" and very strong in New York at present. Green shades are now recognized as staples, and are always made up for a certain demand.

Speaking upon the straw hat situation for the coming Summer, a representative of several of the largest British and American houses stated that the proportion of sennet straws is much smaller than that manufactured last year and that no surplus of stock will be available in the hands of the wholesalers. Only the exact amounts of orders placed will be shipped to the jobbers.

The situation, according to one maker, although tinged with uncertainty to both wholesale and retail trades, has an element of hopefulness, in that necessity for replenishing depleted stocks must soon quicken the pulse of industry and bring about a revival in the manufacturing branch of the trade.

Things Seen and Heard by "The Spectator"

Reader Disagrees With the Action of a Retailer Described in the Last Issue Under This Heading—Thinks Salesmen Are Too Frequently Under Disadvantage — Some Good Points Mooted

A MAN in Napanee the other day told me that he thought I should invite comments about the trade from retailers. I can assure this gentleman that such comments are always cheerfully received. This paper is devoted to the interests of the retailers from the Atlantic to the Pacific, and will be glad at all times to give space to expressions of views from its readers.

* * *

A Letter From Arnprior

The other day I received a long letter from a reader in Arnprior who takes issue with the action of a certain retailer concerning whom I wrote in the last issue under this heading. I hope the writer of this letter, which is given below, does not think that this retailer "fired" his clerk because of this one failure. That is not the case, nor was it the intention of my words to convey this meaning. But here is the letter, and there are some good points in it:

Arnprior, Ontario, Feb. 20th, 1921.

Dear Gentlemen:—

I was much interested in things seen and heard by the spectator as described on page 47 of your last issue; and I do not agree with the merchant who fired his clerk on account of that particular man not being satisfied with the shirt or the price, or the fact of the clerk not knowing this other stock of shirts.

I believe the clerk is always placed at a disadvantage in making no sale especially when the head of the house has been attending to the wants of that particular customer. The proprietor told you the customer went out of the store feeling that the sale was a joke.

Why did not the proprietor come forward and assist that salesman and show the line of goods the man had been used to receiving from himself? There is too much in this journal of yours against the salesman; you do not give him the encouragement he deserves or do a great many merchants; they have the clerk too much afraid of him.

Some merchants get the big head, think that the blood in their veins is a little better than in the salesman. Most salesmen are not paid; I believe that every salesman should derive a certain percentage of the profits; he should be paid for all overtime stock-taking, also for Saturday night work; he should get his clothes for 10% advance on cost; he should get his pay every Saturday night in envelope. The merchant should not be ashamed to speak kindly to him when he himself is out in his touring car; we must remember that the success of every business man depends on the wages of the laboring man, no matter what capacity or how humble he may be.

As regards the bully who wanted the sweater; when a customer disagrees over the price and tells him he can do better somewhere else, I do not argue with him, I simply tell him that if the garment was as he described, that they did not ask him too much for it and let him go his way. The law of averages will direct as many to your store in that case as to the other fellow's.

As regards the proprietor whom you asked for a certain article and got a bawling out. He is just the temperament you sometimes find, possibly some fellow who was at the top got the big head—clerks all left him. I went to take charge of a store in Deadwood, South Dakota. A man just as you wrote about was walking the floor, running his hands up through his hair. He should have been in the bug house. His clerks were all afraid of him. I offered to take charge of the business if he would promise to remain outside of the store and told him if he didn't do that he didn't require my services, for it showed he thought he knew more about running a business than I do. I left and he went busted. I have worked over the country considerable: Chicago, Kansas City, Denver, Salt Lake City, San Francisco and San Diego, California. In San Diego I met the best business man in my travels, G. H. Becker; came off a farm in New Springfield, Illinois. He started in business with around $5,000, sold out in 1917, put around $200,000 in Liberty Bonds and the stock and fixtures run around $600,000. He had a great big smile when he came in the morning, was around through the stock in the different departments and the clerks all worked for him like one big family. He sold out to a big head from Pasadena, the kind that like to spread themselves on a swaying chair on a Turkish rug; the kind that call you to their office to adjust matters; the big "I" and the "little you" that you find even in the little towns and villages in Canada. I decided that I could make more in business for myself, and believe me I can, and I hope that I am out of business before I begin to swell up.

Yours sincerely,
A. W. DOYLE,
Saver & Doyle,
Arnprior, Ont.

* * *

Too Late With Spring Goods

It seems to me that many Ontario men's wear dealers are too late in making displays of new spring merchandise. During the first week in March—with Easter only two weeks off—I visited six towns and cities in western and central Ontario and saw but a mere handful of spring displays. My own opinion is that the time has passed, by the first week in March, when the consumer is attracted by displays of winter goods. What winter goods he does purchase this late in the season he purchases out of sheer necessity. It would seem that that furnishes the very time when spring displays should be made and the passerby made to think of his new spring adornments.

I was even more surprised to see a number of stores still running sales. If spring merchandising breaks out into sales again, as it did last year, considerable harm will be done and, I believe, retail clothiers and haberdashers, will still further delay the day when complete confidence will be restored in them.

* * *

January and February Business

In conversation with merchants in a number of towns and cities during the past two weeks, I have been informed that business during the first two months of the year was, in practically all cases, equal to or slightly in excess of the same two months of last year. The profits, of course, have not been as great but the volume of business has been kept well up by the promotion of lively sales or other methods.

In talking with these merchants a few of them told me that they had dropped their sales early in February or by the middle of the month whereat they had found business much improved. It confirmed their belief that people were sick to death of sales and were looking around for regular merchandise at regular prices.

Men Like to See A Thing In The Window As It Will Appear on Them In Real Life

The Story of a Wax Figure—Buffalo Asked For Weeks If It Were a Real Man—Simplicity in Carrying Out an Idea—An Original Setting Twice a Year

"THE only way to show an outfit is to show it the nearest way it looks when the man wears it on the street and we had to get wax figures that looked like human beings, something that would be a credit to the suit and not look like thirty cents."

Behind these words, spoken to Men's Wear Review by A. J. Allert, window display manager, of Kleinhan's, of Buffalo, is the very interesting story of a wax figure which, in the words of Mr. Allert, "put Kleinhan's on the map" with regard to window display work. The wax figure referred to, by the way, is the one shown on this same page and is the one to the left of the picture. When Mr. Allert was made the head of window display in the employ of this firm that boasts 360 feet of window front (the largest in America, they say, of any men's wear store) he had a firm conviction that the value of window display work with regard to merchandising goods was not properly appreciated. In applying for the position, he was at some pains to impress this point on the heads of the firm. They took him at his word and gave him the job, for he had a good record behind him with other Buffalo firms and with New York concerns. On the very first day he started with Kleinhan's they asked him to dress a window, and they were so pleased with it that he has had more or less carte blanche ever since. He has even gone to the extent of spending over $3,500 for a background used in the store for barely six weeks' time. But Mr. Allert believes that windows sell goods; better still, he has convinced the firm that this is the case.

"That Looks Like a Real Man"

One of the first things that Mr. Allert asked the heads of the firm was that he be able to get a wax figure "that looks like a real man." They consented and he got a head from Paris. There was another difficulty to overcome. Often the pants were too long or too short. They patented an adjustable arrangement whereby this could be overcome, and this arrangement is in use today. In addition, the form can be slightly tilted so that a more natural effect is given to the figure.

It was the wax figure to the left of the picture on this page that gave Kleinhan's one of the best advertisements they ever had, Mr. Allert explained to Men's Wear Review. At a glance, it can be seen how very real it is. Kleinhan's, unlike most men's wear stores, use a great many of them and there is a realness about all of them that is arresting.

Somebody Whispered It

How the rumor began, nobody knows. Somebody whispered it, no doubt. But the word got round that this wax figure was a real man that Kleinhan's had put in as a living model. Little knots of people began to gather in front of the store, little knots which soon expanded into large crowds that began to block the traffic. Mr. Allert wandered out among the crowd one day and an elderly lady told him what a wonderful thing hypnotism was, that the man in the window had been hypnotized and had been there a week already. Telephone calls began to come into the store until the firm was obliged to put a special girl on to answer calls with regard to the "real man in the window." Newspapers in Buffalo devoted some columns of space to a discussion of the figure in the window; they did it of themselves, so both Mr. Wilson, the managing director, and Mr. Allert told Men's Wear Review. Bets were placed on whether it was or was not a real man and some hundreds of dollars

Continued next page

An artistic display arranged by A. J. Allert, of Kleinhans, Buffalo. The figure on the left is the one that caused a good deal of a sensation in Buffalo because of its life-likeness. The background is a section of background used for only a few weeks at an expense of some $3,500.

MEN LIKE TO SEE A THING

Continued from page 49

changed hands in the store when the matter was finally settled. A lady came in to the head of the firm and frankly told him that she did not believe him when he said that the figure was a wax figure and not a real man. For over a week the discussion went on, thousands of people gathered in front of the windows every day; and, in the meantime, Kleinhan's were getting untold advertising value out of the wax figure.

Points on Window Dressing

"You must do something once in a while for publicity," said Mr. Allert in referring to one or two points with regard to window dressing. "That wax figure stunt put Kleinhan's on the map for window dressing. It was talked of in the banks, in the homes and on the streets for weeks. The traffic was blocked so that it had to be regulated by the police."

Simplicity, according to Mr. Allert, is one of the essentials of good window dressing. The color scheme and arrangement might be ever so artistic but the idea must be carried out in a very simple way. Everything in a window should be kept fresh looking; nothing should be allowed to get stale and shop worn.

NEW TIE PRESS

An altogether new invention in the shape of a tie press is being put on the market by J. Tobin & Sons, of Ottawa. It is the claim of the promoters of this tie press that it does the work without impairing in any way the lustre, quality or life of the tie. If the tie is required for immediate use, a liberal sprinkling of water on it before putting in the press will bring it out as good as new in ten minutes. On the other hand, dry pressing may be done by putting the tie in and leaving it there overnight. Several ties may be pressed at the same time. Illustrations showing how this press works appear in the advertising section of this issue.

Studying Conditions

One of the things that should always be uppermost in the mind of the window display man is the studying of local conditions. In some cities, he said, people responded to originality in window display more slowly than in other places and it might be two or three days before the pulling power of the window began to have its effect. If a window had the proper pulling power, a week was not too long to leave it in; no set rule could be laid down in this respect. It was part of the window dresser's work to study just how long a window had pulling power with the people who saw it and responded to it.

Originality

Mr. Allert believes that some original idea should be worked out in window display at least a couple of times a year and should be left in for a short period of time. "To make a success of men's wear displays," said Mr. Allert, "I have to put myself in the position of the man on the street and ask myself, 'How does this appeal to me.' The thing that appeals to me is the thing that looks the most natural and for that reason I am not much in favor of draping clothing. I favor putting it on a wax figure, providing the figure is as realistic as it can be made, so that the passerby can see how the suit is worn. We find that, after doing this, it is a common occurrence to have customers come in and buy the whole outfit so displayed, right from the shoes up to the hat."

This is another Kleinhan display introducing novelty into a boys' window. Mr. Allert believes it is well to do something for "publicity" a few times a year, and this is one of their novelties. While the window is an elaborate one with its rich background, the idea is a simple one and can be carried out anywhere.

Increasing the Efficiency of Your Sales Force by "Personal" Customers and Using the "Call" System

Members of the Sales Force Are Given an Equal Opportunity To Make Good As Salesmen —A Careful Check on Efficiency Is Provided—The Work of the "Floor Manager"

A SYSTEM that is working out very well in a number of stores visited by Men's Wear Review in Buffalo, Rochester and Syracuse is that which is commonly referred to as the "call" system. Whether the weekly reward of the sales staff is figured out on a commission basis or whether it be a stipulated amount, or a combination of both, merchants find that it works out to the better advantage of the sales force and the firm itself. One of its fundamental principles may be called decidedly socialistic; it recognizes the right of equality of opportunity among the men who go to make up the sales organization of any one store. Moreover, it unquestionably helps to develop the efficiency of the sales force; and in this development, necessarily, the inefficient are weeded out. For, while it is making better salesmen out of clerks, at the same time it is providing a check upon their efficiency and it is not long before the heads of the firm, or the head of the firm, is able to place his finger upon weak spots in the selling organization.

It may seem, at first glance, that such a system can only be worked successfully in large organizations. On closer examination, however, this analysis proves incorrect; it can be operated as successfully in a small as a large store. The chief objects which the system has in view is to give every member of the selling organization an equal chance to "make good," and to provide a check on the results obtained by such salesmen. These main considerations are as important to the small as to the large store; as a matter of fact, small stores grow into large ones through the operation of merchandising principles that are equally applicable no matter where tried. It is as important to Mr. Brown who keeps a store in a town of 3,000 to have his sales force as efficient as is the sales force of Mr. Smith who keeps store in a metropolitan centre. More so, perhaps, because Mr. Brown has problems which are foreign to Mr. Smith. If Mr. Smith, therefore, has only two clerks, he will develop those two clerks more by giving them an equal opportunity than if he uses one of them as a sort of auxiliary in a busy hour or two of the day.

Presenting Their Card

In one store visited by Men's Wear Review, the salesman, after completing a sale, presents his card to the customer. His object in doing so is to work up a personal clientele. This man's salary is of his own making entirely; he is paid only on the commission basis. It is to his interest, therefore, that he have a certain number of personal friends who, when they come into the clothing department, for instance, ask for him. The wider he can make this circle of friends, the better for him—and his salary if he is a successful salesman. This idea is not followed in all the stores visited. It depends somewhat upon the nature of the store. There are some stores where men buy their requirements year after year and are known very well by members of the sales force. In such a store, the personal card may not be a necessity. But in a store that caters to and receives the custom of thousands of people weekly, the personal card is believed to be better.

The Floor Manager

In a number of these stores visited, there is one man who is known as the "floor manager." Now, if a customer comes in who is called a "personal" customer, the floor manager has nothing to do but turn him over to the man for whom he is asking. All other customers, however, are handled by him in a different way. Either the names of the members of the sales force on his floor are carried by him on a card, or they appear on a revolving slate somewhere in the department. These names are arranged alphabetically. Mr. A., therefore, is called first—though, of course, he is not called first every day. When he has completed his sale, his name is erased from the slate, and Mr. B. is given the next chance. And it goes so on down the list. It is the business of the floor manager to see that this system is properly operated, that all customers are waited on, that all clerks are given their fair chance.

In case a "personal" customer should come in when a clerk is serving another customer, the floor manager acquaints the clerk with the fact and the clerk, usually, goes to his "personal" customer and tells him that he will be through in a minute if he cares to wait, or that he can serve him at the same time that he is serving the other customer. There are times, of course, when it may be impossible for the clerk to attend to a regular customer and one or two or maybe three personal customers; in that case, they have to be turned over to some other clerk.

Wells & Coverly, of Syracuse

H. H. Cushing, floor manager of Wells & Coverly, Inc., of Syracuse, explained this system very fully to Men's Wear Review. The check which this system provides on the efficiency of the sales force, he said, was very desirable. In their store, they have not the revolving slate; he keeps the names of the sales force on a card which he carries with him. On this card, important data are kept. At the end of the day he knows exactly how many times each member of the force has been called to wait on a customer in the clothing department. He knows how many sales they have made; he knows how many they have missed. If a customer has come in and gone out without buying but comes back again and buys, an entry is made on this card which shows this. So at the end of the day he knows the percentage efficiency of every man in the clothing department. At the end of the week, he is handed the respective standing of the different members of the sales force.

Such a system cannot help but prove beneficial to the firm and to the members of the sales staff. Every clerk realizes that he has an equal chance to prove himself. He knows, moreover, that a careful check is kept on his work and that he is not there simply to "hold down" a job; he has to make himself worthy of the job. And he knows, too, that his successful efforts count always in his favor financially. That is a good incentive to most men.

Four-season Buying Resolution

Be it resolved that this association go on record by adopting the four-season buying of merchandise as a solution for the many bargain sales being put on owing to the merchants being overstocked; and that a committee of three be appointed by this association to wait on the Manufacturers' Association to have this put into effect.

Moved by Ed. Mack, Toronto; seconded by H. Brimmel, Lindsay.

The committee appointed was: Ed Mack, Toronto; D. E. Johnson, Ottawa and R. H. Dowler, of London.

The Four-Season Buying Plan

Ed. Mack of Toronto Suggests Two Buying Seasons for Spring and Fall—Would Help to Keep Factories Running All the Year Round—Fresh Merchandise Would Promote More Sales

A PLAN that would include two buying seasons for Spring and two buying seasons for Fall. The manufacturer to show his samples and models in January for delivery in March, and in May for delivery in August. The same to apply for Fall and Winter—the manufacturer to show his samples in August for delivery in October, and in October for delivery the first of December.

In this way, while it may incur a little extra expense for the manufacturers by having their travellers cover their territory four times instead of twice, I am sure that this would keep their factories running the year round at regular hours instead of having to pay time and a half for overtime, as most of them do to rush the goods out for delivery of the two buying seasons. There would be fewer cancellations, as the merchants would be buying more intelligently when they are buying four times a year.

There is no doubt but what the manufacturers would be compelled to carry a somewhat larger stock of goods in yardage, and I think that you merchants will agree with me that the manufacturers should bear part of the burdens of large stocks with the merchants, for they have suffered in this respect for many years, and a great many of us have had to lose most of our profits of the regular selling seasons in sales in order to get from under large overstocks owing to the two-season buying, and I am convinced that we cannot buy intelligently in January for goods that we are to sell in June, July and August.

Another point I would like to bring out—and that is the goods that hang on our hangers, whether in the wardrobe or in our stockroom for several months, are never as saleable as the goods that come out of the workshops fresh and well pressed. Our salesmen get tired of looking at them but give them fresh and well-pressed garments that would be delivered during the season (brought about by the four-buying seasons), and I am sure that all our sales would be increased and we would have a more profitable turnover.

Another point that should not be overlooked is the fact that we would be in a better position to embrace the opportunity of taking the advantage of knowing just what kind of models our customers want, for the designers are getting out new models every month during the selling seasons and what chance have we, as merchants, of taking advantage of anything new in regards to new creations in models after having bought our full stock say in January for the following six months—unless we overstock in order to do so.

I claim, Mr. President, that we in the larger centres have an opportunity of buying goods two months after our regular season opens at 15 per cent. cheaper than we bought the same goods at placing time. Now, what is the answer to this? It is this. Someone is overloaded and the season has not opened up just as they expected, nor good enough for the amount that they have bought and the first thing that they think about is to start cancellation, with the result that the manufacturer sends one of his travellers to one of the larger centres and sells them at a reduction of from 15 to 20 per cent., and what happens? Some of our competitors or the departmental stores put them on on one of their Friday bargain days.

Now, I claim, sir, that the four buying seasons will eliminate this to a larger degree and will help to stabilize and lengthen our selling season. There is no reason that I can see that we, the retail clothing trade, should not have at least ten months out of the twelve profitable months, if we would only buy intelligently and sanely, and I claim that it is impossible when we only buy twice a year.

Now, Mr. President and gentlemen, I would like to see an open discussion on this subject as I think it is one of the most vital subjects to come up at this convention, and I would like to inform the members here that this question was brought up at the mid-Winter convention of the National Association of Retail Clothiers held last month in St. Louis, and they decided to appoint a committee to wait on the manufacturers and solve the problem and they to report back to the executive; so you see, gentlemen, they also have wakened up to the fact that all clothing merchants, to use the words of Shakespeare, are buying "not wisely, but too well."

Now, gentlemen, in conclusion I would like to bring out this point that our payments would be spread over the whole year instead of twice a year, as they are now — June and December — and there would be less renewals of drafts which means extra interest.

I would like to point out that the clothing merchants would be in a position to enjoy one of the greatest fundamental principles of business success, and that is turnover, and have our profits in the banks and not in our stockroom.

Now, gentlemen, I leave this paper in your hands and hope to hear a free discussion on it.

I do not want the manufacturers to think that we want to place any hardship on them but on the contrary we want their co-operation, as I am sure that it will work out to the mutual benefit of both the manufacturer and merchant alike.

ED. MACK

of Toronto, who sponsored the four-season buying plan at the convention.

I thank you, Mr. President and gentlemen, for the attention you have given me.

The Discussion

G. T. Douglas, of Thornton & Douglas, speaking as a manufacturer, heartily endorsed the stand taken by Mr. Mack in his paper. "This is absolutely along the line I have been talking," said Mr. Douglas, "namely, that a merchant should keep his stock well in hand and increase his volume of sales. If, for instance, there is a market for a certain model and he is already stocked up with sufficient goods for the season, the result is that he cannot buy the popular model and the retailer and the manufacturer suffer alike. Whatever is in the interests of the retailer must be in the interests of the manufacturer and if the retailer, by this method, can increase his sales, it will be all the better for the manufacturer. In our business, we have endeavored to give twelve months' work to our employees; it is impossible for the manufacturer to rush his workers through their work and then throw them out on the street and expect to have harmonious relations with them. Labor has certain rights and no manufacturer has the right to disregard these rights. I fully endorse Mr. Mack's remarks that no business should be brought to its

Present Plan Creates Overstock

President Fisher Believes Four-season Buying Would Increase Sales Ten Per Cent. Because of Increased Enthusiasm of Sales Staff—Convention Endorses the Plan

height at the beginning of the buying season. This suggestion has my hearty support in every respect."

Mr. Mack added that in Toronto and many other cities they were constantly faced with mid-season sales. What was the reason? It was unintelligent buying. Merchants had overbought and then had got cold feet and the first thing they did was to put on a sale. "We have all fallen by the wayside," said Mr. Mack, "because we have had to buy six months ahead and the result has been that we have had sales all over the city. This four-season buying will eliminate this. I would buy 60 per cent. in January and 40 per cent. later on when I could buy more intelligently as to models and quantity.

D. E. Johnson, of Ottawa, said that if the convention favored this idea it was up to the manufacturers to send their travellers out four times a year. It was up to the retailers to ask them to do it and he believed they would do it. He did not think it would be more expensive to the firms because their travellers usually went out on a couple of sorting trips during the year in any case.

R. F. Fitzpatrick said that it was hard to work a full season ahead in buying. They could only base their purchases on estimated turnover, judging from the previous year, and if bad weather came or other unfavorable conditions arose in the trade, a merchant might find that he was some $25,000 over his estimate. Moreover, each merchant owed it to his competitor not to camouflage the public in the matter of sales. Mr. Fitzpatrick felt that the convention should be constructive in its purpose and if delegates went away from the convention pledged to the four-season buying plan, they should co-operate with the manufacturer and see that it was put into effect so that cheap merchandise would not so frequently find its way on to the market.

Rod Weir, of Montreal, felt that the retailer had now the right to go into the market four times a year without throwing the onus on the shoulders of the manufacturer. He believed that the manufacturer would find it difficult to arrange his own buying under such a system. It might result in his having to make sacrifices at the end of the season because the demand for his product would not be up to his expectation. Moreover, he felt that it would disorganize conditions from the labor standpoint, rather than help them.

President Fisher said that he had put this policy into force some months ago. He had found that if he bought for the whole season he was loaded up with merchandise that was not as good as newer models that came out later in the season. If he found, as the season progressed, that some of the newer models were selling well, he would re-order them and push them. "There is one other phase of this that should not be overlooked," said the president. "I have found that the enthusiasm of the salesmen in my store over new merchandise is a big factor in increasing sales. Members of my staff have frequently telephoned their friends when some particularly good merchandise has come in with the result that a good deal of that merchandise has been moved out in one day. I believe that if we could have new merchandise landing in our stores every two months it would increase sales by 10 per cent. simply because of the enthusiasm of the salesmen. I don't care what the manufacturers say; I am going to buy four or six times a year. If I am booked up to my capacity at the beginning of the season, I cannot absorb the newer things."

Mr. Douglas felt that it would be impracticable for the travellers to leave in January with Spring samples. In March, the merchant could fairly anticipate his Fall business and in September, again, he could fairly anticipate his Spring business. In September, the merchant could pick up the newer models for his Fall trade. If the manufacturer had to stock goods on the floor of his house, it would increase the price. Merchants would buy cheaper clothes if they would fairly anticipate their requirements for Spring and Fall, though not to the full 100 per cent.

This is not the picture of delegates to a church conference or convention. It is the delegates to the Third Annual Convention of the Retail Clothiers of Ontario, taken in front of St. James Cathedral, corner Church and King Sts.

Will Operate on Thirty Day Basis

Largest Exclusive Men's Wear Store in Buffalo Adopt This Policy—Weathering the Readjustment Storm—Selling 1,600 Overcoats in Midsummer — Favors Four Seasons in the Year

KLEINHANS, who operate the largest exclusive men's wear store in Buffalo, not only saved themselves many thousands of dollars last year by taking an early loss on merchandise that began to hit the declining market in the late Spring, but they have fixed upon a policy with regard to the immediate future which, they believe, will eliminate the possibility of future losses. L. A. Wilson, the managing director of this large firm, told Men's Wear Review that they were now operating on a thirty days' basis, that is, they bought merchandise having in view that it must be turned over within thirty days. Whatever fluctuations there were in the market, therefore, would not greatly affect their retail prices one way or the other; their losses, if such there were to be, would be insignificant in comparison with many other merchants who were still hanging on to their former prices and profits in the hope that time would see them safely through the readjustment period.

New Policy May 1

"We decided upon a new policy to become effective on May 1 of last year," said Mr. Wilson to Men's Wear Review. "Before this we had not run any sales, except the regular twice-a-year sales, and we did not make use of comparative figures. On account of the changing conditions we were forced to change our policy, though we regretted to get away from what we call legitimate merchandising. But we were forced to the conclusion that the reputable merchant had had the value of their advertising cut by the dishonest merchant. So we started in with a sale and the use of comparative figures. We continued this policy through May, June, July and August and on October 3 we announced that $65 was the dead line and that we would not go above that price. We have found that it was the right stand to take for we have been successful in getting out from under our holdings and are now ready to go ahead on the new basis." Mr. Wilson quoted figures to Men's Wear Review, showing that the value of their stock had been cut so that it was now only 25 per cent. of what it was after the armistice was signed in 1918.

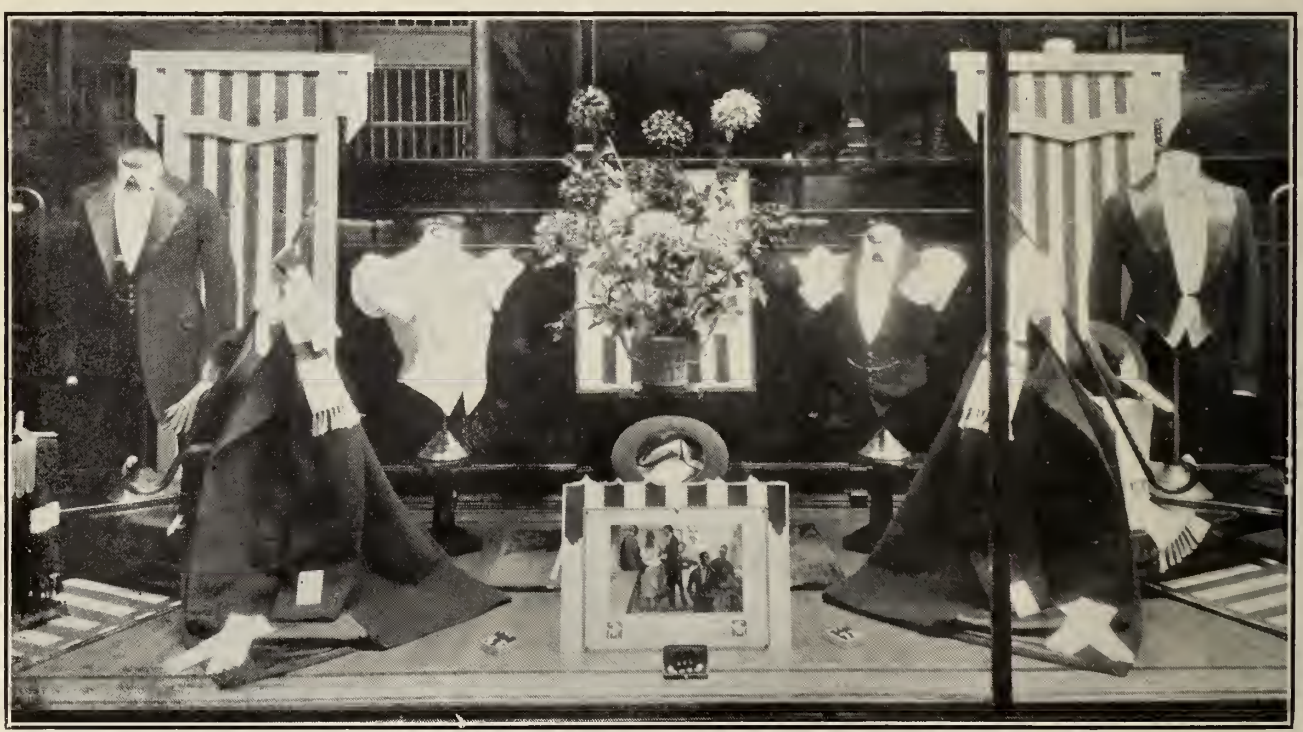
Operating on Thirty Days' Basis

"We are now operating on a thirty days' basis," said Mr. Wilson. "They can't catch us very well on that basis, can they?" In other words, Kleinhans will not buy anything that they cannot turn over in thirty days. If prices advance they can keep their announced prices until they have to go into the market for new merchandise; if the prices fall, they can make slight reductions without feeling any great loss. And they are going right into the market to buy their goods, believing that they can get what they want when they want it. From the standpoint of a permanent readjustment, Mr. Wilson felt that it would have been better if the clothing manufacturers had remained closed until the Fall season because there was sufficient clothing to see the retailer through till that time. Moreover, labor would have been hungry for work and would have given better service; the retailer, too, would have unloaded by that time and would be hungry for goods.

Favors Four Seasons

Mr. Wilson expressed himself as strongly in favor of the four-season idea. If there were four seasons during the year, he said, it would keep the manufacturer busy the year round and the merchant would have a chance to turn over his stocks quicker than he does. This opinion, it might be pointed out, is gaining ground rather rapidly across the line and some of the state conventions have taken the matter up at their recent conferences and have passed strong resolutions favoring it.

Continued on page 76



A handsome and striking display of evening clothes and accessories arranged by D. H. Galloway, display manager for Peck-Vinney Co., Inc., of Syracuse.

?? The Convention Question Box ??

How to Handle Customers—Cutting Prices to a Customer—How to Increase Business—Buying at Home—When Will Prices Reach the Bottom?

Question:—What is the best way to size up a customer?

Answer, by J. C. Begg:—From the standpoint of salesman, I think the first thing would be to find out as quickly and as definitely as possible what the customer wanted and then to make up my mind as quickly as I could what I had in stock that would fill his or her need. In doing this I would be conscious of the fact that I had to take in by eye observation a good deal and judge of the customer's taste as evidenced in what he was wearing. If the man was wearing the article he wanted it would give us some chance of seeing and determining from what department we could serve him best. I would say that the salesman should not display too much at first and to observe, by careful watching, about where he can begin as to price, quality, style, etc.

I am a firm believer in having all merchandise definitely and plainly priced so that the man can see it and does not have to ask about prices. Every man does not want to haggle over price and I have found that many men regard it as a source of satisfaction to select their article without having to ask the price of it at all.

* * *

Question:—Is it better to let a customer go or to cut prices?

Answer, by Ed. Mack:—By all means never cut prices. If you have the article priced, keep to that price. The minute you begin to cut prices you lower your business in the eyes of your customer.

* * *

Question:—What is the best way to increase business?

Answer, by J. C. Begg:—I have a motto in my office which says, "If you do your business right and your store is in the woods the public will find their way to it."

* * *

Question:—Which is the more valuable in a salesman, youth or experience?

Answer, by J. C. Begg:—I would say experience with a well engendered amount of pep.

* * *

Question:—Has any action been taken to have the rates on parcel post raised?

Answer, by W. C. Miller:—The Dominion Board are taking this matter up and will make representations to the government.

* * *

Question:—Is there not some way that we can create greater interest in the association and get a larger membership?

Answer, by President Fisher:—I believe that the members of the association in this room could so liven the retail clothiers of Ontario that when we come into another convention next year we would have five times the number at it that we have here to-day. The executive in their work had good results in Hamilton and London in bringing together the local men. If as members of the association we would take the trouble to go out into the smaller places near us and have a nice heart to heart talk with the men of the trade there we would find that our efforts would show good results. Every member should take this obligation upon him and we would see the results in the next year's convention.

George Grey, of Chatham, expressed the opinion that, in the smaller places particularly, if an outsider went in the results obtained in the way of local organization would be better.

Ed. Mack said that every member attending the convention should go to his competitor when he returned from the convention, shake hands with him, and tell him what a treat he had missed by not coming to the convention and urge upon him to come next year. He thought the secretary should write to prominent men of the trade in each place and remind them that they should make an effort to get their competitors interested in the work of the association. It this were carried out the incoming executive would have better results at the end of the year.

* * *

Question:—What is the remedy for preventing people from buying out of town?

Answer, by F. R. Smith:—I would suggest that a good deal ought to be done in the way of advertising. We have live advertising men in Hamilton who keep people imbued with the fact that they can get prices as cheap in that city as in Toronto. The business we lose to Toronto we make up from Brantford, Galt and other places (Laughter).

* * *

Question:—If a person found that he had a large quantity of goods of a certain kind and that others of the same kind were coming in, what would he do?

Answer, by F. W. Stewart:—In the first place, this man did not know what he was doing or he would not have bought so many goods. (The four-season buying plan, interjected Ed. Mack). No manufacturer, continued Mr. Stewart, wants a retailer to take goods if he cannot handle them.

* * *

Question:—When are prices going to strike the bottom?

Answer, by C. B. Lowndes:—As far as I can see I know that clothing can be bought to-day from the retailer cheaper than it can be produced, or even if it should drop 25 per cent. more than it is now. There is not the slightest doubt but that clothing will come down still further in price, but our best observation is that it will be spread over a period of about five years. For the present you might pick up odd lots of clothing very cheaply, but it will be hard to get the manufacturer to sell more cheaply than he is doing at the present time. I think that in five years' time prices will be stabilized at about 25 per cent. higher than they were in 1914 unless there is still some further catastrophe in store for us that we know nothing about at the present time.

Up to Canadian Manufacturer

"I want to commend you for the splendid resolutions you have passed here this morning," said F. W. Stewart, Canadian manager of Cluett-Peabody Co., Ltd., in addressing the convention. "The matter of purchasing goods in Canada is, to my mind, not so much a matter of getting merchants to pledge themselves to buy Made-in-Canada goods, but to get the manufacturer to make such goods that none better can be produced or purchased anywhere else. The Manufacturers' Association are taking this matter up and it will be our endeavor to see that the standards of the Canadian manufacturer are kept well up. If we find that there are some Canadian manufacturers who are not making their goods up to standard we will go to those manufacturers and try to get them to bring their products up to the required standard."

Mr. Stewart expressed himself in favor of the four-season buying plan. With regard to future taxation, he said that the manufacturer wanted the tax applied in the way that it would be the least harmful to the retailer, for what was good for the retailer's business must, of necessity, be good for the manufacturer.

A resolution of thanks was moved to Mr. Stewart by Ed. Mack of Toronto and Dan Johnson of Ottawa.

Plain-Colored, Self-Figured Shirtings

Montreal Men Say Forthcoming Styles Getting Away From Colorful Striped Effects—Buying Is More Active—Deliveries Good.

SHIRT and collar buying is only just beginning to assume a noticeable volume, according to Montreal manufacturers in these lines, who attribute the delay to the serious efforts made by retailers to reduce their stocks all through the months of January and February, in lieu of buying more. The market for Spring merchandise simply did not exist until the new year set in, and so far as can be estimated from orders received stores in the larger centres are the ones to report empty shelves rather than those in small towns. Merchants are now looking for cheaper goods in all lines, according to one large manufacturer, and the majority favor the plan of ordering only on a sixty to ninety day basis for delivery, regardless of the many tempting offers and discounts which the makers have made of late.

Manufacturers have written off a large proportion of profit on all classes of shirtings, and in the opinion of one large house no further declines in prices can be expected, in fact, if any change should occur in three months or so from the present time, it will, in all probability, be towards a slight increase rather than to decline below present levels.

Present business is largely consisting of immediate delivery orders, sold at prices which represent a big reduction on last Fall's quotations. For instance, the average good quality shirt which then cost $24 per dozen is now $18, and the same proportion has been maintained in cutting prices right through all grades, the higher priced lines showing the most contrast. One line of shirts which was marked at $45 now is quoted at $33, while in silks the drop quoted is from $120 to $72 a dozen. Generally speaking, the percentage of decline in prices quoted for Fall, 1921, is about 30 per cent. on Fall, 1920, quotations.

Popular Price $3.00

It looks as though the established demand for shirts would be based on a three dollar article retail to meet the insistent call from the public for medium priced merchandise. Naturally, there will be little radically new stuff shown for this Fall, on account of the heavy surplus supplies still in the hands of the makers, left over from Spring. Production of Spring shirts has been reduced to a minimum, pending the prevailing tendency of retailers to liquidate their stocks on hand, and also to offset the wave of cancellations which depressed business a few months back.

Stocks Are Low

Notwithstanding the apparent uncertainty regarding the cotton market, one manufacturer gave his opinion as follows: "Although the Spring outlook is not any too bright, I believe stocks in all lines of shirts will be very low, as retail merchants have not been purchasing to any extent for several months and production has been very small in most lines of industry, many factories being partially or entirely closed down for quite a long period. Continuous depletion of stocks will certainly create conditions which will mean more purchasing of merchandise during the Spring and early Summer months. The non-production of a lengthy period will necessitate the operating of plants on full time, and will no doubt result in the return of normal conditions in the shirt and collar industry before the year passes out.

"Raw cotton is being sold at prices considerably below cost of production and this applies also to piece goods on hand for immediate delivery, so that it is difficult to secure any prices for future contract, except at some advance over spot quotations. As present supplies become exhausted a demand will be created which may not be easily supplied, as experience in the past has shown that when buying begins after a period of depression the demand very soon becomes greater than production can supply, which creates conditions always undesirable in merchandising. Canadian mills are still behind in deliveries of certain qualities of shirtings, but are making efforts to fill all contracts.

Better Production

"There has recently been a marked improvement in efficiency as regards production, and no doubt present conditions will tend to strengthen this improvement. The supply of labor has been ample to cover our requirements during the past year and all plants have been working to full capacity until the present. We intend to recommence operations on the same basis just as soon as business warrants it.

"I am of the opinion that deflation of prices has reached its limit, and we will be fortunate if prices do not trend upwards when the demand for merchandise is again felt. On a price basis, for the time being, no manufacturer can compete with distress sales, and many qualities are being sold at considerable loss, which condition must disappear definitely once merchants are again in the regular market."

Style Tendencies

Turning from the price aspect of the shirt business it is interesting to consider the trend of style for the coming Summer and Fall seasons, for there is an unmistakable change becoming more and more apparent in various items of the male attire. Whether this be due to the exigencies of the present season and the need for a fillip to stimulate the apathy of consumer demand or not the improvement on all sides is both noticeable and worthy of flattering comment.

The style tendency is to get completely away from the so long popular wide and colorful striped effects in shirtings and to adopt, instead, plain colored or self-figured fabrics in the pastel shades. Jacquard patterns in cotton materials will probably be a leading feature, and in cases where stripes are still preferred the tendency will be to have them as inconspicuous and conservative as possible. Among the novel and striking shades to be featured will be taupe, grayish blue and mulberry, with or without small neat figured patterns. The range of percales, madrases and woven zephyrs will therefore be sufficiently varied to permit of introducing many new features into stock for the coming Fall.

Colors show a decided tendency to be active business getters, despite reduced prices and Fall, 1921, will have the distinction of sponsoring at least one new collar model quite unlike its predecessors.

As was predicted last Fall, the low collar is slowly, but surely, taking the lead, both in soft and starched varieties. The newest development is the new light weight collar, composed of a three-ply band with a two-ply face, or vice versa. This feature enables the wearer of the collar to combine the appearance of the starched model with the comfort of the soft style. It is expected that this improvement will quite revolutionize collar sales.

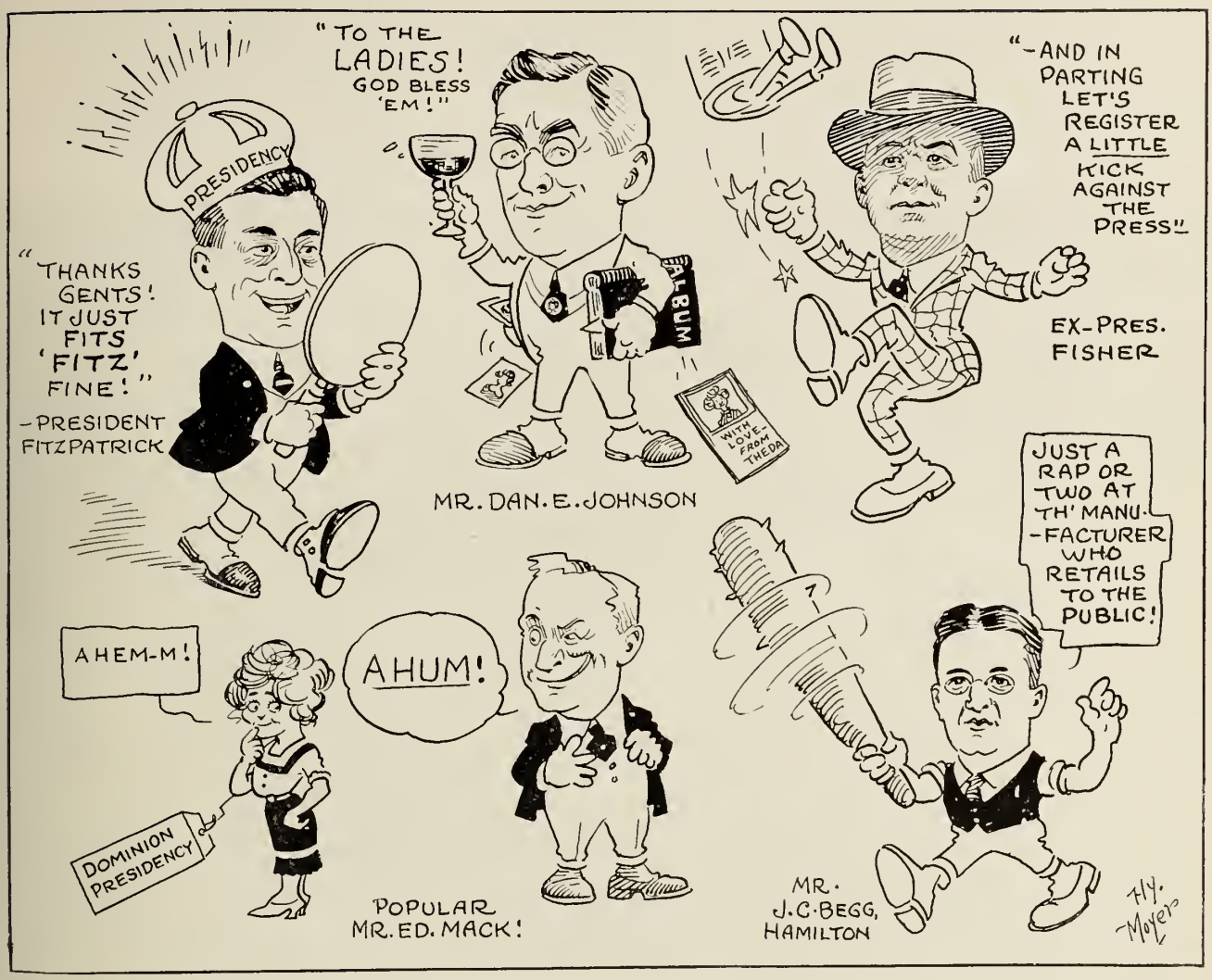
Orders being booked at present, however, show a large percentage of soft collars as compared with starched, which reverses the situation in existence throughout the early Winter. Practically 75 per cent. of present business is in soft collars, it was stated by a prominent Montreal maker.

Deliveries Improved

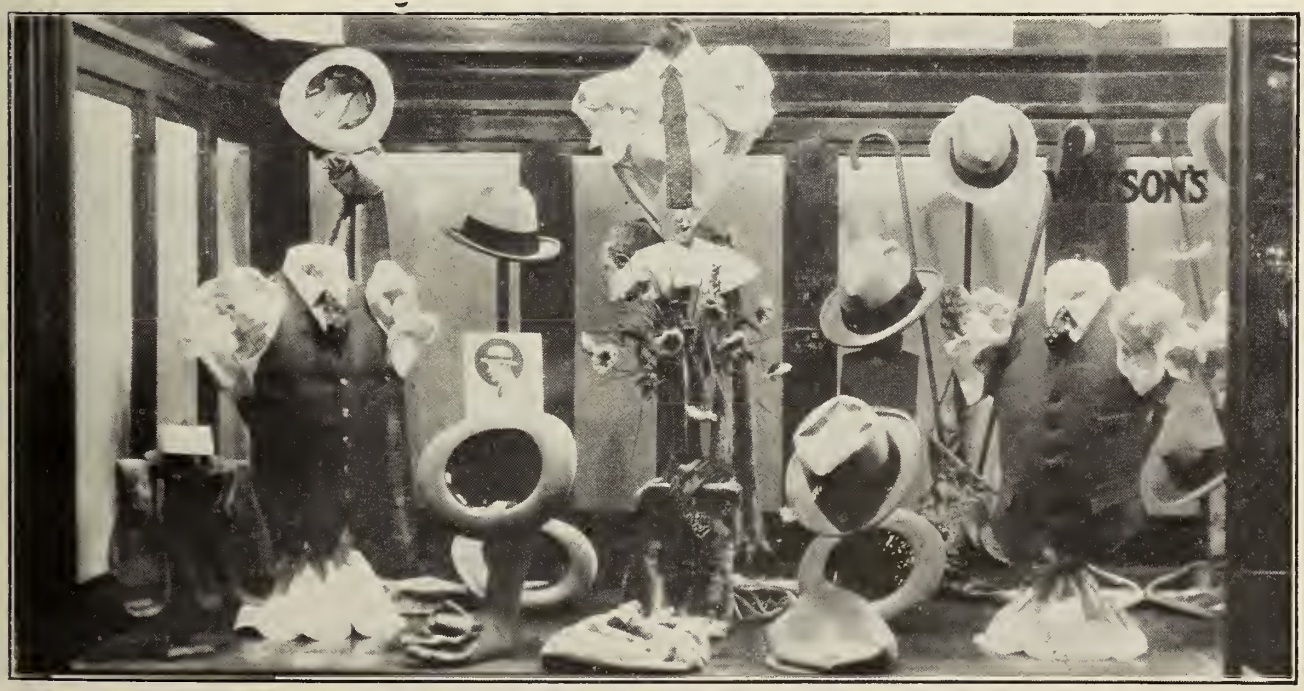
Conditions regarding deliveries have now improved greatly and orders are now being shipped almost immediately, with a consequent perceptible improvement in trade conditions. The present quotation of $2.40 per dozen on starched collars is expected to remain unchanged for some little time longer, while soft styles range all the way from 35 cents a dozen up to $1.00.

In all the new low cut collars at least five different styles of front openings

Continued on page 84


"THANKS GENTS! IT JUST FITS 'FITZ' FINE!"
-PRESIDENT FITZPATRICK
PRESIDENCY
"TO THE LADIES! GOD BLESS 'EM!"
ALBUM
WITH LOVE FROM THEDA
MR. DAN. E. JOHNSON
"-AND IN PARTING LET'S REGISTER A LITTLE KICK AGAINST THE PRESS"
EX-PRES. FISHER
JUST A RAP OR TWO AT TH' MANU-FACTURER WHO RETAILS TO THE PUBLIC!
MR. J.C. BEGG, HAMILTON
AHEM-M!
DOMINION PRESIDENCY
AHUM!
POPULAR MR. ED. MACK!
H.Y. Moyer

Impressions gathered at the convention.



Spring opening display by Leo Watson, of London.

A "Story" With a Punch is Here Told

Winnipeg Firm Conducts Another Successful Business Venture in Western Metropolis—Announcing a Sale by Telegram—Giving Away $200.00 Just To Help Things Along—the Biggest January in Their History.

STORY and Story, of Winnipeg, have added one more success to their list of successful ventures in the western metropolis. It seems to be the originality of their merchandising schemes which is the forerunner of the success which attends them. With the accompanying picture appearing on this page, it would be hard to say that the sale which he started on January 13 was not a success. The picture speaks for itself and Story and Story had a photographer take it on the first morning of the sale and subsequently used it in advertising material to further promote their sale.

"Yes, we had a good sale," said W. M. Story to Men's Wear Review, "the biggest January in our history. And we sold good stuff, too. Further, 90 per cent. of the sales were to new customers, which was gratifying, as this leaves our regular customers' business untouched for the coming season. We have had a successful sale, made a lot of new customers and got a good start off on the new year's volume of sales."

Announcing the Sale

Story and Story announced this January sale in a novel way. To begin with, they sent out 5,000 letters to their mailing list. It is significant in this advertisement that no mention is made of prices to be offered, that is, no prices are quoted. "Seeing is believing," they said in the course of this letter, "and when you see the prices that these garments are marked you will believe that this is to be the greatest selling event in the annals of good merchandising. All records will be broken—profits cast to the winds—and every ready-to-wear suit and overcoat in the house is to be sacrificed. Further, whether you are large, small, stout or tall, we will make to your measure the latest in suit or overcoat and you are assured fit satisfaction.

"Limited space makes it impossible to quote prices here. However, a surprise awaits you. Come on down.

"By the way—there's $10 each to the first ten gentlemen who enter the store Thursday morning and $10 to each succeeding tenth customer until one hundred suits or overcoats have been sold. So it will be well worth your time to be here early; you can't afford to miss it—

"I'll look for you."

The letter started out, not with "Dear Sir," but "Good morning." The envelope had on it "A Story with a Punch. Every line written for you."

Sending 5,000 Telegrams

In addition to this letter, Story and Story sent out some 5,000 telegrams to the offices, residential blocks, theatres, rinks, hotels, etc. These telegrams were sent addressed to men known to the firm and were printed on regular G.N.W. telegram blanks and delivered in their official envelope. The telegram ran thus:

"The greatest opportunity of your entire life is waiting for you Thursday morning at nine at the House of Hobberlin, 35 Portage Avenue. Every dollar's worth of our fine woolens and every Hobberlin tailored 'Ready for Service' suit and overcoat to be sacrificed. You can buy a suit or overcoat for about half the regular price. Be sure and get here early and ask for Mr. Story. Story and Story, 350 Portage Avenue."

Newspaper Advertising

Accompanying their mail and telegram advertising was a full page in the Winnipeg Evening Tribune in which there was a more specific announcement as to prices. Suits and overcoats at $80 were offered at $55; the $90 range was offered at $66; the $110 range at $77; $150 values in "ready for service" and "made to measure" for $88; and $75 "made to measure" tweeds for $44.

They also advertised for 25 salesmen to help them during their special 15 days' sale. A good deal was made of the $200 which they gave away by giving the first ten men a certicate for $10 on the purchase of any suit or overcoat and to every tenth customer. There is no doubt that this feature was a good stroke in getting the crowd started on the very first morning of the sale.

"Over-Organization and Its Remedy"

Harris Vineberg of Montreal Says We Are Over-organized — The Consumer Usually the Victim of Over-organization — Advertising Being Overdone—The Cure.

BEFORE we can expect relief for the ills of the human body, we must find out its ailment, and then seek the right cure.

To prescribe the wrong nostrum may prove fatal; to neglect a thorough diagnosis would be criminal.

The ills besetting the body-corporate, economic and industrial, require a careful examination, a thorough diagnosis, before we can hope to secure a safe remedy and permanent relief.

In the rapid progress of modern civilization with all its environments and by-products, we have been prone to overdo things. "Honey is sweet," says the wisest of men, "but too much of it gives the palate a bitter taste."

Men and women suffering from impositions and oppressions common to their individual classes and conditions have sought relief in organization, but like the proverbial "sweet honey" it has turned bitter because too much of it was partaken of, and the human family today is suffering excruciating pains with dangerous symptoms of nausea—just because organization has been overdone, and what was originally intended as a means of relief has turned out to be a method of menace.

We not only find people banded together to fight their common enemy whose interests are diametrically opposed to each other, but we very often find those two very factions combining together for the purpose of making a third party their victim.

The victim is generally that member of society known as the consumer. He, with the craving appetite, the demanding stomach, the fine senses for necessities, and even greed for luxuries—he is chosen as the ready victim, because his appetite, his stomach, his senses, and sometimes his greed will not permit him to offer effectual resistance.

It is safe to state that at no time in the world's history has the human family been in such upheaval as at present, and I may even add that at no time has the individual member of that family suffered hunger and privation—in the face of plenty—as it does now.

The cause is clearly the result of over-organization. Of what use are the tons of sugar, the storehouses of provisions, the great stocks of merchandise of all kinds, if organized bodies can and do lay the seal of their organization upon the locks of those storehouses.

It will be said, of course, that these unsettled and abnormal conditions are due to the world war, but I submit that the war itself was due to over-organization. Had Germany been satisfied with simple organization for the defence only of its internal affairs, there would have been no war, and what is more, Germany would be today, as it was then, one of the most prosperous countries, and the kaiser a happy monarch instead of an exile in a foreign land.

It was over-organization, or as historians will no doubt call it "organization to the death," that has brought on the world war, and we must note here that while it has brought suffering to the whole civilized world, the greatest sufferers are those who have brought the catastrophe about by their over-organization. What is true of nations is also true of individuals and groups of society.

Who is there that would dispute the right of labor to organize for self-defence, and who is so stupid as not to be able to see the absolute necessity for such an organization.

The toiler of days gone by who worked hard under all sorts of conditions and for remuneration not sufficient to keep body and soul together, much less to rear and bring up a family in ordinary decency and comfort, was forced to find another fellow-sufferer who would help him to stand up for his rights. That is organization. But when the self-same persons say that a bricklayer or builder must get, say, $1 per hour and no one dare work for less, that is over-organization, and that over-organization reveals its ugly head when the working man finds himself without a home for himself and family. The clothing operator, organized to the teeth and drawing $1 or more per hour, has little to complain of when the bricklayer refuses to provide him and his family with an abode at a reasonable rent.

The farmer, too, is surely entitled to organize into a body guarding his own particular interest, but when that body over organizes, and sets forth limitations to natural laws and fundamental principles, it must of necessity bring down its own disruption. That disruption is sure to follow and emanate from itself. It is logical and to be expected—that if class legislation is to be justified by the good it does to one particular class, at the expense of others—then every individual farmer will, in time, demand that the Federal Parliament Buildings be erected on his hill-top.

Commerce—that glorious art of taking a commodity from where it is not needed and placing it where it is badly wanted—deserves also the best method of organization. Whether it is done by the primitive medium of the camel-pack, the dog sledge, or the steam engine, it requires a method and an organization, in order to benefit the world—buyer and seller alike. But when greed, supported by the modern ingenuity, turns the machinery into a system of carrying commodities away from the consumer to be piled up in cold storage and warehouses for a rise in price, then it becomes over organization, pernicious and detrimental to the human family, and dangerous to the organizer himself.

What would we think of a man who proceeds to organize the heat of his room, by forcing the thermometer to register a high degree of Farenheit, by holding it in the palm of his hand? The room will remain cold, and if he persists he is sure to freeze, the forced thermometer notwithstanding.

It is hardly necessary to continue multiplying this mode of illustration. What I desire to emphasize is, that while organizing for self defence is legitimate, desirable and sure to succeed, over organization for the others is wrong, immoral, and must of necessity crumble under its own weight.

There is a lesson taught in sacred—as well as profane—history, in ancient, as well as modern times—which lays down the inexorable law that when confronted by a raging sea in front, and a pursuing enemy behind, we may well hope for the miraculous to happen, we may expect the phenomenon of the ocean dividing, and have us pass through dry-shod, but when we attempt to build a Tower of Babel, the peak to reach into the Heavens, so that we could play havoc with the angels—then we cannot expect any other result but to be scattered like chaff upon the face of the earth.

This lesson teaches us that when pursuing the natural and proper course, wonders will happen in our favor, but when we start to subvert nature itself—we can only expect a deluge.

One of the greatest factors in organizing is unquestionably the utility of advertising, and of all advertising methods, that of the newspaper is undoubtedly the most effective. It is, however, a question of great importance to be noted here that at a time when all commodities are on the descent, advertising is on the rise, in other words, when one wants to tell an anxious public that he is offering goods at half of the price paid a year ago, the cost of such announcement is almost double what it was at that time.

Advertising, as an organization, is a means to an end. Over organized it is fast becoming an end in itself. It does seem incongruous and unreasonable that when every branch of industry, every source of production finds it necessary to come back to nature, and to permit the exchange of commodities to proceed freely, that an important medium—such as advertising—should then go still higher.

I do not wish to be misunderstood—I am not minimizing the value of newspaper advertising, contrary, I consider it so essential to the life of trade, that I should like to see it travel side by side with all other commodities, and if I may paraphrase a Shakesperian expression, I would say: "I

Continued on page 83

The accompanying paper was read at the Ontario convention by C. S. Anderson for Mr. Vineberg, who was, unfortunately, unable to be present on account of serious illness in his family. At the close of the convention, the secretary was instructed to write Mr. Vineberg, expressing the sympathy of the convention over the illness in his family and at his inability to be present—coupled with the hope of speedy recovery to the afflicted one.

Nineteen Reasons Why Merchants are Unsuccessful

Address by F. W. Stewart, Canadian Manager of Cluett-Peabody Co., Ltd., at Ontario Convention—Lack of Knowledge in Figuring Profits and Expenses Biggest Factor in Business Failure.

NINE hundred and ninety-nine men of every thousand who go into business for themselves or for himself do so with the idea in mind of becoming successful merchants.

The one-thousandth goes into business with the idea of being successful in beating his creditors, if he can make money more quickly that way, than in honest merchandising.

In speaking on the subject of "Successful Merchandising" we must consider what goes to make what we would consider a successful merchant.

A merchant may have brought his business up to that condition where the volume of sales is very large, and the results showing large profits at the end of the year; he might be a man of influence in the community, but this would not, in my opinion, necessarily mean that he was a successful merchant, as his influence might not be in the interests of the community.

The successful merchant not only operates a profitable business, but he must operate it upon an honorable and a fair basis to be considered successful.

I do not mean to intimate by this that most successful merchants are not honorable and fair.

My experience has shown me that very few merchants are dishonest.

Naturally, the merchant who is unsuccessful is the one who does not succeed.

Unfortunately, the majority of men who start in business do not succeed.

Let me mention some of the reasons for so many being unable to succeed, and then we will consider the conditions which go largely to make men successful merchandisers.

The biggest factor for failure in business is lack of knowledge of figuring profits and expenses.

The others follow somewhat in this order:

Expenses too large as compared with volume of sales.

Not sufficient mark up on invoice to cover expenses, and allow a fair net profit.

Not knowing what the actual annual expenses are, and the per cent. they are of sales.

Too many sales made at actual loss on account of cut price or discount sales.

Lack of control of expenses.

Untruthful advertising.

Inattention to business.

Careless buying.

Speculative buying.

F. W. STEWART
Canadian manager Cluett-Peabody & Co., Ltd., who addressed the convention.

Lack of knowledge of stock conditions.

Loss on cash discounts, and payment of interest on overdue accounts.

Lack of training of employees to sell big bills, and to sell articles other than those asked for.

Proper selection and treatment of employees, and the gaining of their loyalty and goodwill, so as to obtain from them the best that is in them.

Expenditure of too much capital in fixtures and automobiles.

The accumulation of dead stock, and lack of proper efforts to turn it into money.

The writing of discourteous, unfair and unbusinesslike letters to firms from whom purchases are made.

Lack of attention to paper when due and to correspondence.

Lack of records which give information as to the departments or goods which are not showing satisfactory sales compared with the amount of stock carried.

These are a few of the main reasons for the lack of success of most of the men who start in business, and who do not succeed.

Let us now consider the items or features which help to make a successful business, and a man a successful merchant.

First be sure the right kind of goods are stocked for the class of people which are being catered to, and no matter whether the people served are capable of buying low or high quality goods, be sure that the goods sold are of such value for the price that satisfaction will be given, and the purchaser be so well satisfied that a regular and steady customer is made of him. Give him the satisfaction which will bring him back the next time he wishes to purchase the class of goods you carry.

Be sure that you know what your expenses total, and the per cent. they are of your sales, and that there is a fair per cent. of net profit between expenses and gross profit, basing both upon the volume of sales.

The cost of a monthly statement by a firm of accountants is not large, and well repays the expense. It permits of the true knowledge of the firm's position monthly and has been the foundation for the success of many concerns.

Departmentalize your store, if you have not already done so.

Make each department carry its correct per cent. of expenses. You will then have specific information as to which departments are making money and which are losing. It gives you the opportunity of giving attention to the departments which are not making a satisfactory showing. It does away with losses in one department eating up the profits which are being made in another.

Control the sales made at less than regular prices. Too large a per cent. of annual sales made at cut prices means no profits or actual losses at the end of the year. Every dollar taken in during the year must show at least a small average per cent. of net profit if the business is to avoid showing a loss.

Every dollar taken in must average more than the cost of the goods sold, plus the cost of doing business. Do not overlook the fact that expenses go on whether you are doing business at a profit or a loss.

If the invoice price of an article sold at $1.25 is $1.00, and expenses are 25 per cent, of sales, the actual cost of that article to the merchant is $1.31¼; there is a net loss of 6¼c on that article, which must be made up on another sale, which we will presume will show a net profit of 6¼c. One sale offsets the other, so that the total of the two sales does not show a profit.

Be Truthful—Do Not Exaggerate in Advertising

Expenses Should Not Grow as Fast as Volume of Sales—Men Who Buy Space to Create Suspicion in the Minds of the People—Avoid Accumulation of Dead Stocks—Diplomacy, Courtesy, Truth

CONTROL expenses. See that they do not exceed your estimates. Do not let your expenses grow as fast as your volume of sales.

Increasing your sales and holding down your expenses on a percentage basis goes largely towards building up a profitable business.

Be truthful in your advertising. Do not exaggerate or make statements which cannot be backed up with the merchandise you are advertising.

Lately I noticed that five clothing merchants on one day, in one city paper advertised that they were selling suits $10 less than any other store in the city. They could not all be doing so. I doubt if any of them were stating the truth. They were buying space to create suspicion in the minds of the people, which was certainly detrimental to their own interests and clothiers as a whole.

When purchasing goods be sure you will require them when date of shipment arrives. Do not order unless you need the goods when they are ready, and accept delivery of them when shipment is made according to conditions and terms of the order.

There is nothing which so tends to demoralize trading conditions and create lack of confidence between manufacturers and retail merchants as cancellation of orders.

Orders should not be merely memorandums, they should be contracts, and I am of the opinion that if all orders were signed by the purchaser it would eliminate many of the "memorandum" orders which are placed, which create undesirable production conditions, and which give many merchants unfair advantages over others.

Avoid accumulation of dead stocks. Move them out and replace them with goods which are in demand and which can be sold at a profit. You not only lose interest on the amount involved in dead stock, while it is on your shelves, but the profits on sales of desirable merchandise, with which the dead stock should be replaced.

Develop to the greatest extent possible the relations between yourself, the firms from whom you make your purchases, and the customers who come into your store.

Cultivate the goodwill of the man who calls upon you to sell merchandise to you.

You cannot purchase from them all, but you can at least make them feel that they are not unwelcome in your store. The salesman is the point of contact between the merchant and the manufacturer.

He is the man who not only sells you the goods you require, and the one to whom you look for the adjustment of any difference which might arise between you and the manufacturer, but he very often has merchandise of special value which is naturally shown to buyers whom he is closest to, and to whom he would prefer the goods would be shipped.

Many successful sales have been held on merchandise secured in this way, to the considerable benefit of the man who had the opportunity to buy, and to the disadvantage of his competitors.

Very valuable information is secured from salesmen which can be used to advantage by merchants.

Salesmen are being trained to-day to counsel with merchants in regard to their problems. It is part of a salesman's duties to do so.

Our customers to us mean more than merely selling them goods and taking their money. We want them to feel that we consider them a part of our organization.

We know that your success means success for us.

When I say we, I mean the suppliers of merchandise to retail merchants.

In addition to those elements which I have mentioned as going toward helping to build up a successful business, I would add as being especially essential, diplomacy and courtesy, which should be developed personally by every merchant and carefully imbued into the training of every employee of the business.

So much depends upon diplomacy that it is an important factor in business to-day.

Diplomacy in adjusting grievances, whether real or imaginary. Diplomacy in meeting and selling a customer. A mere "Good morning, Mr. Brown," or "Thank you, Mr. Jones," goes far to bring a man back to your store.

Every man is human, no matter what his temperament may be. He likes to feel that you know his name. He wants to deal in the store where he realizes he is known by name.

Diplomacy is knowing when to, and where not to, try and sell more to a customer than he intended to buy.

Diplomacy is selling a man two articles where it was his intention to buy only one.

This means bigger selling. Bigger selling means bigger sales. Bigger sales mean reduced cost of selling. Reduced cost of selling means lower prices to your customers or bigger profits.

If your sales are $50,000, and your expenses 25 per cent., or $12,500, and you can increase your sales to $60,000 without increasing your expenses, your overhead will be lowered to slightly under 21 per cent., a difference of 4 per cent. in the cost of doing business, which will mean $2,400 additional net profit over the former year.

Courtesy under all conditions and circumstances is all I need say regarding this element of business.

I would like to say before I close how important it is to read carefully the articles in trade journals.

Specialists in different branches of business are at your service in giving you ideas and information which must help you in your business, if you and your employees will carefully study the articles which appear in them from month to month.

If these articles are of interest to manufacturers they must certainly be more so to retail merchants.

Attending a dinner given by a Montreal merchant to his employees a few days ago, one of the matters which he called especially to their attention was that he subscribed for five trade journals, and very seldom did anyone show enough interest in them to ask to be allowed to have them, so as to study the articles in them.

Do not overlook the trade journals.

In summing up, I could suggest keeping the following elements in mind in building up a successful business:

Knowledge of expenses and profits.
Departmentalizing.
Moving dead stock.
Diplomacy.
Courtesy.
Truth.

When we have built up a profitable business, it is not a successful business unless it has grown up on honesty, truth and fair dealing, and we cannot be considered as successful business men unless we have the respect and friendship of the people of our community.

Let us strive for both, and if we can attain them in connection with building up a profitable business, then we may feel reasonably assured that we may be considered successful merchandisers.

Display Men Promote Their Profession by Forming Active Associations

Have Convinced Their Firms That Window Display Work Is a Valuable Asset in the Merchandising of Goods—Co-operate in Local or National Events — Might Be Followed Here

DISPLAY men in the cities of Buffalo and Rochester believe that in union there is strength; therefore, they have organized a Display Men's Association. Perhaps the original idea behind these organizations was that window display work, after all, was and is a reputable profession, that it has its proper place in the merchandising of goods, and that, in too many instances, firms do not realize the value of the window display in conducting their business. Time was when the window was thought to be the safe repository for goods that a merchant had no other place for; so he put them in the window to get them out of the way. But this time is no more. Many display men with whom Men's Wear Review talked in Buffalo, Rochester and Syracuse referred to the difficulties they had had —some were still having—in convincing their firms that the windows were worthy of more attention and expense than they were getting. Those of them who had safely crossed the danger mark, however, and had convinced their firms that window display work justified itself a hundred-fold in sales, stated that their firms, having been convinced, were no more niggardly about their yearly appropriations for the display work in their windows. Kleinhans of Buffalo, for instance, are so convinced of it in the use of their 360 feet of window space that they O.K'd without a murmur a bill for over $3,500 in six weeks which their display manager presented to them. This is characteristic of the attitude of many of the stores in these three cities.

How It Is Working Out

It is not difficult to see how the efforts of the association are working out Relatively speaking, the Canadian merchant of men's wear lines pays more attention to his advertising, that is, his newspaper advertising, than his window display. He pays several hundreds or several thousands of dollars a year more for his newspaper advertising than on his windows. Such is not the case in Buffalo and Rochester; at least, the difference between the two is not so great. Display men have shown their respective firms that originality and art in window display work has a vast commercial value, and their firms have bowed to the ruling of the display men. Let it not be understood that the men's wear dealers in these cities overlook their newspaper advertising. They do not. But they give a better corresponding value to window display work than we do in Canada. When an appropriation is asked for window display that runs up into the hundreds or the thousands they do not regard it with suspicion. Their display men have shown them that so many thousands of people pass these windows daily, that sales have been increased so much by them and that they have an advertising value quite distinctive and separate from that which can

One of the chief objects of the Display Men's Associations that are organized in cities throughout the United States is to promote, through their window displays, any local event that creates a widespread interest. Such an association has been formed in Rochester, and the above reproduction of a window which was arranged by E. K. Scott, of Meng & Schofield, president of the association, shows how he furthered the interests of the horse show held in that city, and, at the same time, arranged a window that created a good deal of favorable comment.

It is an idea that could be carried out in a number of Canadian cities that have horse shows during the year. It certainly is a splendid effort both from the standpoint of originality and execution.

be done by the newspaper advertisement.

The associations in Buffalo and Rochester have promoted this idea with their firms to a marked degree of success. The best of feeling obtains amongst the members of the association, and the very fact that their organization is in existence is an indication to heads of firms that the profession of window dressing is a dignified profession demanding and getting the best attention of some of the bright young men of the country.

How They Work Together

J. H. Streiber, of the J. L. Hudson Co., of Buffalo, in explaining the objects of the association to Men's Wear Review stated, in the first place, that it was formed to promote the profession of window display work. Many firms, he said, had come to realize in the last few years just how valuable good window display work was to the successful merchandising of goods. At first, it was hard to convince the firms that window display had a definite value in a store policy. They would OK a thousand dollars for newspaper advertising without question, but when a similar or even smaller appropriation was asked for window display work they would not entertain the idea.

In the case of a national or local event of importance, the members of these associations, Mr. Streiber explained, got together and promoted the idea through their windows. For instance, a Boost Buffalo week was held in that city. The members of the association got together, studied the history of Buffalo and its development; and decided that the different periods of development should be reviewed through the window display work. This gave plenty of scope for originality on the part of the display men, and even if two of them selected the same period of Buffalo's development, they would not picture it the same way in their window display. This united effort not only helped Buffalo but it helped each store whose window display man joined in the united effort because of the wide-spread interest taken in these window displays.

During the war these display men worked together in many ways. If there chanced to be a Red Cross appeal, they lent their efforts to promoting it through their window displays. When the Liberty Loan was on, they did the same thing and the liveliest interest was created by their efforts. During the celebration commemorating the landing of the Pilgrim Fathers, they not only helped through their window displays, but they took charge of the floats and costumes for the parades that were held.

Should Commend Itself Here

This idea might well commend itself to window display men in cities and towns. There are many occasions when the display men could work together for the common good of their town or city. If a buy-at-home campaign is being held, or a horse show, or an automobile show, these display men might well help it along in their respective cities or towns. In Syracuse, an automobile show was being held during a recent week. Every men's wear store, practically, had some part of an auto in their windows showing that they were helping it along, realizing that what helped Syracuse also helped their individual stores. Such an association is bound to encourage a lively spirit of competition amongst its members, as it does in the cities referred to; and in this there is much of good. There is nothing that spurs to better effort like competition and honest rivalry.

Secretary Johnson Reviews Work of the Association

Tells of the Executive Meetings Held During the Year—Refers to Apathy of Merchants to Become Members of the Association

SINCE our last convention your executive have held five meetings. The first took place in the King Edward Hotel in April, at which the various committees for the year were appointed. The question of the formation of a Dominion-wide clothing association was taken up at this meeting, and it was decided that Mr. Fitzpatrick should attend the conference of the Dominion board to be held in Vancouver, and on his return should call on the secretaries of the different provinces with this object in view. The result of this trip was very gratifying as the secretaries of the provinces expressed a willingness to join in an Association of this kind.

The second meeting was held in Ottawa, in May, when a resolution was presented to Sir Henry Drayton suggesting that instead of the proposed luxury tax a sales tax should be collected by the manufacturer and importer.

Our third meeting was held in Hamilton, in June. A resolution was passed at this meeting thanking Sir Henry Drayton for amendments made to the luxury tax as it affected the retail clothing trade. Copy of a resolution passed at this meeting was sent to the Associated Press, re "Unfair Publicity," which we felt was creating decidedly wrong impressions with the buying public. False advertising was also taken up at this meeting.

The fourth meeting was held in London. The clothiers and furnishers of the district were invited to attend and the work of the association was very ably and fully explained by Mr. F. Mack, with the result that London appeared to become very much interested in the work carried on by the association.

The fifth meeting, held in December, in the King Edward Hotel, Toronto. As you are aware a copy of the minutes of this meeting was sent to each of our members. You will remember a resolution was passed giving reasons why the luxury tax should be abolished. This resolution was subsequently forwarded to the Dominion secretary of the Retail Merchants' Association and no doubt greatly assisted in the removal of this unfair system of taxation, which was taken off one week before Christmas.

While acting as your secretary I have found a certain apathy with some clothiers regarding our association and a feeling that the $3 asked for membership would be a poor investment. This feeling must be overcome, for while the principal clothiers of the province belong to our association, it is essential that all should be members.

Questions will arise from time to time of vital importance to the retailer and we think you will agree that the last year has proved the necessity for this association.

I believe that the time is not far distant when all matters of legislation relative to clothing will be approved by this association before becoming law, as united expression of opinion on our part must be taken into consideration by those preparing legislation affecting the clothing trade before decided action can be taken.

In my opinion the press during the early months of the past pear published as news items certain articles which were most unfair to the trade. Impressions were created that were far from the actual trade conditions. As an association we have matters of this kind entirely under our own control, and if actual facts are not given to the public the fault will be with our association and not the press.

During the past year your executive has endeavored to create a closer relationship between the manufacturer and retailer. In this we have been met more than half-way by our leading manufacturers.

Mr. President, I wish to thank you and the members of the executive for the generous co-operation during the past year, which has made the duties of the secretary of an easy and pleasant nature.

D. E. Johnson,
Secretary-Treasurer.

NEWS OF THE CLOTHING TRADE

The Lion Clothing House is re-opening in Kingston.

The American Woollen Co. has withdrawn all its lines of overcoatings because of the heavy demand.

H. A. Long, men's hatters, King Street West, Toronto, suffered a heavy loss by fire to the extent of about $900 in February.

Christopher Robinson, for many years the head of a tailoring business in Kingston and for fifteen years an alderman of that city, died on February 13th.

The Robe & Clothing Co., of Kitchener, were awarded the contract of supplying uniforms for the street railway men. Their price was $37.

The Dominion Government is to try to recover from manufacturers who have sold retail the amount of the manufacturers' tax, which is two per cent. on the sales they have made direct to the public.

Mr. and Mrs. F. C. Dill, who left Halifax on February 1 to walk across the continent, were presented in St. John with suits of underwear from the Stanfield Co., Ltd., of Truro, and two pairs of Jaeger's wool gloves from Oak Hall of that city.

Canadian Sheep Breeders' Association passed a resolution at their recent convention asking the Dominion Government to pass legislation making it compulsory for every maker of cloth to stamp on it the amount of virgin wool and other materials used in the manufacture of the cloth.

Amalgamated Garment Workers, of Toronto, met recently to discuss the question of a standard production plan submitted by the manufacturers. J. A. Rosenbloom, secretary, stated that it was impossible for them to pass an opinion at the present time; it was a situation which would have to develop.

J. Wolf, proprietor of a ready-to-wear store in London, showed considerable pluck early in March when attacked by robbers. They tried to tie him down but he put up such a fight that one of the assailants hit him a heavy blow on the head with the butt of is revolver. Mr. Wolf nearly captured one of the robbers in his flight. The only thing he got was a cap which had originally come from Downes-Dunlop, of Toronto.

A. T. Reid, of the A. T. Reid Co., Ltd., Toronto, is on an extensive European trip in search of silks for neckwear.

Alphonse Racine, Ltd., of Montreal, have opened up a new sample room at 85 Germain Street, St. John, N.B.

A men's furnishing department has been added to the ready-to-wear by C. Caplan, Ltd., 135-137 Rideau Street, Ottawa.

Rex Tailoring Co., of Toronto, recently suffered a $2,000 loss of cloth as a result of a burglary. Six men were arrested in connection with the theft.

John Brass, of Toronto, has leased the store on Yonge Street recently operated by Hickey's, Ltd., and has opened his fourth Yonge Street store.

"**More mills will** soon be running full time and employees will be making good wages," was the cheerful message of F. W. Stewart, Canadian manager of the Cluett-Peabody & Co., Ltd., of Canada, at the recent Ontario convention.

Ottawa Retail Merchants' Association is continually broadening its scope of usefulness by the formation of sections devoted to special trades. The tailors' section is a new one but it has already shown progress under the presidency of J. Cowan, the latest effort being a dinner at the Chateau Laurier, at which a New York expert, Samuel Regal, spoke of styles for the coming spring and ventured to assert that more rational styles would be seen than has been the case for some time. Suits would be made with the shoulders a little wider till they become of a natural width, sleeves would also be widened and pockets lowered. Trousers would have wider cuffs and be wider, stopping short, however, of the sailor type of leg. Henry Watters, president of the Eastern Ontario and Ottawa District Retail Merchants' Association, showered congratulations upon the members of the association for the success of the dinner and added a few remarks to show how the Retail Merchants' Association was determined to assist the retailer, mentioning specially the fight now on over the test case as to tailors and others paying the manufacturer's tax which they considered unfair.

Stanfield's, Ltd., are adding to their usual underwear lines, blankets, steamer rugs, motor rugs and yarn.

King Fashion Tailors, of Toronto, have opened a branch at 106 Sparks Street, Ottawa. This branch was opened on February 26.

David Morrison, the credit clothier, of Toronto, has opened new branches at 66 Danforth Avenue and 2969 Dundas Street West, Toronto.

McGiffin's Toggery Shop, Rideau Street, Ottawa, is closing out. In connection with the final sale they ran a very successful "One-cent" sale.

W. Robson & Co. have received a contract from the city council, Toronto, for summer uniforms for firemen at $22.75; Beauchamp & Howe for winter uniforms at $13.25, and Rex Tailoring Co. for pea-jackets at $26.90.

The officers of the Toronto branch of the clothing section of the Ontario Retail Merchants' Association are: President, R. F. Fitzpatrick; first vice-president, A. Dunlop; second vice-president, J. B. Dansen; secretary, W. G. Hay; treasurer, P. Bellinger.

The Two Macs, Ltd., of Ottawa, will boost the boys' clothing department by a boys' contest, the test being the construction of a bird house to be completed by April 15. No fee is required; all the boy has to do is to register. Real cash prizes are to be given of $20, $15, $10 and $5. Manual training teachers will be pressed into the service and the results already assure a success of the contest.

A "THANK YOU" THAT HELPS

A. Fraser & Son, of Renfrew, like to send a customer out of their store satisled and when the customer gets home and finds his parcel there he knows that Fraser & Son appreciate his patronage and want to meet him again. With each parcel they send out there is a small card which is in the nature of a personal appeal to the customer on service.

"Thank you" the card reads, "The patronage you have given us to-day is appreciated and we hope to have the privilege of serving you permanently.

"If for any reason you are not satisfied with your purchase, feel free to return the goods. Exchange will be made promptly or your money cheerfully refunded."

Four Big Lots Of
$24 Suits and Overcoats
At Four Small Prices
Our Entire Stock of Suits and Overcoats
Including Hart Schaffner & Marx,
Fashion Park and Other Good Makes
Now Assembled Into These Four Lots
Nothing Reserved Except Full Dress and Tuxedo Suits
$44
$34
$59
The Kleinhans Co
Buffalo's Greatest Clothiers
Open Saturday Night Until 9 o'Clock
Stop and Shop in the Hundred Block
TH SALINA STREET, 100 BLOCK, LOOKING SOUTH FROM WILL
KELLER'S BIG SHOE SALE
To the Buying Public
The 100 Block Merchants NORTH SALINA STREET
THE ELECTRIC LUNCH AND RESTAURANT
Patronize Our February Furniture Sale
SONORAS and RECORDS
114-124 North Salina Street
AUGUST CLASEN'S
AUGUST CLASEN
It Pays to Cross the Bridge
OVER THE BRIDGE
NICHOLAS M PETERS CLOTHING CO. INC.
140-142 NORTH SALINA ST
PETERS ON SALINA STREET
Honest Abe
Special Reductions For This Week
Overcoats
Suits
NICHOLAS M. PETERS CLOTHING CO. INC.
140-142 NORTH SALINA ST

The reproduction of the three advertisements above contains suggestions that are, perhaps, worth considering.

The one on the left from Kleinhans, of Buffalo, the largest exclusive men's wear store of the city, is characteristic of the conservative advertising they carry in the daily newspapers of that city. It is made doubly attractive by the use of a liberal white border which sets off the reading matter very effectively. Another feature of it which is appealing to the casual reader of a newspaper is that there is not too much in the advertisement. The message conveyed is conveyed in the fewest possible words, yet the story is fully told. It is the opinion of Kleinhans that too much in an advertisement partially destroys its value because it will not be read. The average reader, they feel, is no more apt to pore over four or five columns of closely-arranged advertising matter than four or five columns of a reported speech of Senator So-and-So. Hence, they do not put much in their advertisements.

The advertisement in the centre, "Stop and Shop in the Hundred Block," is from a Syracuse paper of February 7th. This section of the city is cut off from the main business section by a bridge, and it is referred to as the section "Over the Bridge." The business men in this section are always fighting against the competition of the main business section, as many sections in Canadian cities fight against the competition of the larger down-town stores, or merchants in small towns fight against the competition from the neighboring cities. The merchants "Over the Bridge" in Syracuse do not lie down and allow the down-town stores to take trade from them. This is one of the ways in which they combat it. They band together and take a full page, not in a paper for their own section only, but in the city newspaper that has the largest circulation. And then they proceed to tell all and sundry in Syracuse that it will pay them to make their purchases "Over the Bridge." The little space in the centre of the advertisement, "To the Buying Public," reads as follows:—"We suggest that you consider — The Hundred Block saves you time. Nearly every kind of merchandise, necessity or luxury, can be found here within 100 yards. The Hundred Block saves you money. It is noted for values due to lower expenses and closer margins than in some localities. The Hundred Block is convenient. It is near terminals. All auto roads naturally and easily lead into it. Fill your wants in the Hundred Block quickly, conveniently and economically. The 100 Block Merchants, North Salina Street."

There is a suggestion in this for sections of several Canadian cities that are developing and fighting against the competition of the more highly-organized down-town districts. It could also be followed out by towns where competition is keen from nearby cities. Why not take a page in their city dailies and carry the war into Africa?

The advertisement on the right is one in which a prominent clothing merchant takes advantage in his advertising of a national anniversary—the birth of Lincoln. "Honest Abe," runs the advertisement. "Honesty is the greatest asset and it's the foundation stone of this great business. Honest in buying, honesty in manufacturing, honesty in the dealings with our staff, honesty in the dealings with our customers. This great institution follows honesty to its very letter. Honesty coupled with truth in advertising has made this live store the largest manufacturing retail clothing store in Central New York."

"Present Situation and Outlook"

G. H. Douglas of Thornton & Douglas Says There Are no Market Conditions Today—Prices Governed by Necessity for Sale—Not Yet to the Bottom—Favors Turnover Tax

"PRESENT Situation and Outlook" was the subject of an address delivered at the convention of Ontario Retail Clothiers by G. H. Douglas, of Thornton & Douglas, Ltd., of Hamilton, Ont. In opening his address, Mr. Douglas took a look backward over the past year and remarked that it had been one in which it had been difficult for business men to carry on successfully. Fortunately, the Board of Commerce had disappeared but it had been followed by the luxury tax. At the time of the introduction of this tax, clothing manufacturers had gone to the Government to lay before them certain reasons why this tax should not be imposed as it was but little encouragement had been given looking toward relief. It was unfortunate, said the speaker, that the Government did not consult with some of the business men affected by the tax before they had adopted the policy they did. When the tax was finally abolished, the commissioner of taxation had given for the reason of its abolishment the very reasons which the clothing manufacturers had argued for just after it had been imposed.

Developments Since June

"There have been rapid developments since June," said Mr. Douglas, "when in an interview which I gave I advised that the time had come when the retailer should put his house in order because lower prices were coming inasmuch as the prices in several of the raw materials had broken. But, at that time, the contracts for the coming season had been let on the highest market that had ever obtained in the history of the clothing trade. I thought at that time that the retailer would have a year to put his house in order.

The Changing Conditions

"At the time, however, present conditions were not apparent. Between June and September the press of this country were doing their utmost to destroy business and they succeeded very successfully. They quoted from day to day prices that were obtaining in the United States without any regard for the comparative markets in Canada and the United States. The United States market was the highest market in the world and the quotations given were invariably from the United States. This was pointed out to the press but it made little difference. If the advertisers had taken this matter into their hands when they should have, the results would have been very different. The press is now doing its utmost to undo what they did some months ago and their greatest difficulty to-day is trying to explain why their own rates have advanced while all other markets are falling. I think, however, we may now depend upon the help of the press.

Presentation To E. R. Fisher

It was the pleasant duty of Ed. Mack, of Toronto, to act on behalf of the convention delegates in presenting the retiring president, E. R. Fisher, of Ottawa, with a little gift in recognition of the faithful and capable services he had rendered during the year. The presentation was made just before the banquet on Tuesday night was brought to a close. "In the years to come," said Mr. Mack, in making the presentation, "when you are as old as I am, and when you may be walking through the delightful parks of Ottawa with Mrs. Fisher on your arm, we hope that this cane will be your support and that it may remind you of the affection and esteem in which you are held to-night by the clothiers of Ontario."

The handsome cane was suitably engraved. Mrs. Fisher was presented with a bouquet of beautiful American beauty roses.

No Market Conditions Today

"To discuss present conditions or look into the future is one of the most difficult questions for any person to discuss. There are no market conditions today; goods are worth just what you can get for them. There have been woollens offered and manufactured garments offered at very ridiculous prices. Any man who has a stock and must realize on it will sell at very low prices. Woollens are coming into Canada to-day at as much as twelve shillings below the market value; this refers, however, to the peak prices and not to what the market was a few months ago. Many people refused to pay peak prices but the man who had to pay these prices must be prepared to face a heavy loss. You cannot make contracts at any such prices as these mentioned. Manufacturers, on future business, will not take great sacrifices; so there is really no market you can judge comparatively.

"There is no doubt that woollens have fallen and have fallen materially. Body linings have fallen very little; cottons have fallen very materially in price, but the body linings are as firm as in the Fall of 1919. All items entering into suit of clothes to-day, with the exce tion of linens, have fallen in price. M own observation is that the Canadi clothing manufacturer is endeavoring sell clothing on to-day's valuation a to meet the conditions of the market nearly as he can. There are a go many dealers, perhaps, who will thi this is not enough but those who a selling on to-day's values are doing that can be expected of them. T manufacturers, in my opinion, are tryi to meet the difficulties as well as po sible. There is no question of profi but in labor and other conditions affe ing the whole industry they are tryi to get back to normal.

"I attended a meeting of the une ployed a few weeks ago when one of t speakers, who is a member of the legi lature, stated that he had sold wool year ago at 68 cents and to-day it w 18 cents, and he went on to say th clothing prices in the city of Hamilt were not down. As a matter of fa merchants in Hamilton are selling goo for less than they can buy them f This man demonstrated that there we six or seven pounds of wool in a suit clothes and that the drop of 50 cents pound should have made a difference about $3.50 alone, and he further thoug that all other things had fallen pr portionately.

Labor the Big Factor

"What makes the suit of clothes e pensive is the different processes throu which it passes. Labor plays the grea est part in any commodity to-day. clothing, from the rancher to the fi ished product the basic articles probab are not worth more than $5.00. If th is so, how can we get back to norm conditions unless labor agrees to pl its part? These are the conditions, and is largely owing to labor that costs t day are what they are. Labor is stan ing in its own light and is its own wor enemy. It is a fact that not fifty p cent. as many garments were produc in Canada in 1919 as in pre-war day To-day labor is unemployed because t consumer refuses to purchase what th produce. The only sane stand for lab to take is to assist in the deflation; th we will be able to get back to norma and this applies not only to labor in t clothing industry, but to every oth industry. The Cobalt miners have agre to accept a reduced wage, and mar steel workers have done the same. Lab is the most important problem of t manufacturer to-day and until this dealt with satisfactorily we will n have satisfactory conditions.

"There is a better feeling abroad than there was a few months ago. It is not to be expected, however, that we will get back to normal conditions within a few months. There are so many people unemployed that the purchasing power of the public has been reduced to this extent, and this cannot be overcome in a month or perhaps in six months. The man who has been out of work is obliged to get down to absolute necessities.

"To those of you who have your stocks in hand I would say buy what you need. Without employment, sales will be decreased and our civilization is so complex that we are all dependent one upon the other. We depend on you for business and you depend on us to give employment, so that people can buy from you. Better business depends on people getting back to work, it depends on giving work to the masses. Conditions are as far stabilized as it is possible for them to be at the present time. Some merchants are starving their business in the hope that they will get lower prices. Many products are beginning to show advances in price. I expect to see a stiffening in the woolen prices in England when business has become better. Many operatives have left their work and it may be hard to get them back again.

Co-operation

"A friendly feeling exists between the dealer and the manufacturer; that is as it should be. The manufacturer can be of great assistance to the retail trade, especially to the smaller dealer. Co-operation between the two is all important. It is more important than it was a year ago for the dealer to know exactly where he stands in the matter of his stock. Our firm last year advised our customers to unload their stocks and we have had letters thanking us for this advice. If you delay the day of taking your sacrifices, the loss will be all the greater because the market continues to decline. It is generally admitted that a merchant should turn his stock over three times a year; some of the larger stores turn their stocks over as much as ten times a year, and it is easy to be seen that a greater loss will have to be taken if the stock is only turned over twice a year. Everything—depreciation, insurance, finances, etc., are in worse shape for the man who does not turn his stock over frequently. Every merchant should know the condition of his stock at least once a month; this is necessary on account of credits, insurance and buying.

Not Yet to the Bottom

"I think we have not yet reached the bottom and it may be that it will be some years before we have reached the bottom. We can never hope to see the prices of pre-war days. I do think, however, that we are over the panicky stage and that the future decline will be very gradual both in prices and in orders. There are still reductions to be made. The retailer should have his stock well in hand and he will then have nothing to fear."

At the main entrance and just to the left of Wright's large departmental store in Brockville stands the case, an illustration of which appears above. Along with a few ties and shirts in this showcase are to be found, at all times, certain accessories that are indispensable to the male species, namely, razors, jack-knives, talcum powders, shaving soaps, etc. The active head of the firm, Innis Wright, stated to Men's Wear Review that this case was always dressed with these accessories. They do not carry a great stock of them at any time, consequently there is not a great deal of money tied up in the investment. But it has always paid them to carry them and to display them in a place where they might be seen by the purchasers of men's clothing and other toggery. This showcase leads right into the men's wear department and is suggestive to the passerby that there might be some little thing he might want in this line. Mr. Wright said that the stock they carried was turned over several times a year, and brought in a nice little profit to the department. The feature of it which Mr. Wright emphasized was that it was a service to their male customers, and also suggested likely Christmas presents to the women when they came in with their lists for this festive occasion. They have handled these accessories for some years and find that it pays them very well to do so.

Question of Taxation

Mr. Douglas devoted his concluding remarks to the question of taxation. He pointed out the need of revenue to meet the expenditures of the country and argued that the business profits tax and the excess profits tax should be done away with because they were penalties upon a man's efficiency. The tax should be more equitably distributed than it was to-day. Mr. Douglas did not agree with the proposition that was being put forward by retailers that the new tax should be collected at the source of manufacture. "Under the proposal that the tax be put at the source," said Mr. Douglas, "it would take a tax of at least five per cent. to get the same return as a tax of one per cent. on distribution. Not only this, but it would increase the price of commodities to the consumer because the tax could not be absorbed, but must be passed on to the consumer. If a man were taxed on the sales he made it would not be necessary to determine what he was; that would already be determined. Also, a one per cent. sales tax would be absorbed by many men and I do not think you would pay any more for clothing to-day on a one per cent. sales tax than you are payig now."

Need Not Now Pay the Tax

"Pending a decision in the 'test' case now before the court respecting the question as to whether merchant tailors, dressmakers and milliners are 'manufacturers' within the meaning of section 19B of the Special War Revenue Act, you are instructed that the following retail merchants will not be required to secure sales tax license, nor to pay sales tax, viz.: Merchant tailors, dressmakers, milliners, tinsmiths, harnessmakers."

This notification from Ottawa received by the Retail Merchants' Association, is regarded as a concession of great importance to merchants falling under the category of "manufacturers." The point at issue is that a special manufacturers' license is required from the above classes of retailers under the terms of the act, plus sales tax of two per cent. March 8 was set as the date of hearing of the test case at Ottawa, but a postponement was made until next week.

A Printer's Mistake that Changed a Store's Policy

E. P. Jenkins of Kingston Adopts New Policy After Underwear That Should Have Sold at $6.00 But Was Advertised at $2.00 Did Not Sell — Reaching the Chinese Trade

COMPETITION, like necessity, is the mother of invention, and the retailer who would make good nowadays has got to exercise considerable ingenuity in order to achieve top-notch results. There are customers who never read the daily papers, or even when they do, are unable to take advantage of the many attractive sales advertised, and there are also customers who seem to live solely for the purpose of stalking bargains in their lair, no matter whether the merchandise be needed or not.

A Mistake With a Lesson

A good many years ago, a clothier of Kingston, Ontario, E. P. Jenkins by name, started business in the center of the town and made extensive experiments with many methods of publicity in the endeavor to find out just the right line to follow. He spent many dollars in newspaper spreads for a long time, in the belief, commonly held by nine-tenths of the retailers in Canada, that it was the best medium of publicity possible One day, however, an accident happened, which had a material effect upon Mr. Jenkins' viewpoint. When pure wool underwear was away up around its peak price and hard to get at that, he happened to advertise a special lot of the very finest and best known brand at $6 a suit. This was about half its proper retail price and a good bargain for any man. To Mr. Jenkins' consternation, however, the newspaper came out with his advertisement featuring this lot of underwear at $2 a garment, instead of $6. He foresaw a mob of bargain hunters of both sexes bearing down upon his store and demanding the underwear at that absurd price and refusing to believe that it was a printer's error. And so he decided to let it go and sell each garment as long as the supply lasted at just what the advertisement asked. But—only two men came in for the underwear, and they asked for it in a semi-detached manner, as though $12 suits could be bought any time for $2. Mr. Jenkins decided there and then that he would try some other publicity method, since ordinary figures and printed words seemed to be useless.

A New Plan That Paid

His new plan was quite simple and did not cost a cent, yet to it he attributes the steady increase which has followed his business ever since its inception. It was the idea of introducing some special novelty or extra good value to every customer who came into the store, just as a matter of course. The article shown, was naturally something sufficiently out of the ordinary to be of interest to the average man, and priced in such a way as to ensure a fair profit. The secret of success with this plan lies in getting hold of something which no one else has got. The particular feature of the week during which a representative of Men's Wear Review visited the store was a fine lot of hand-made shirts of aeroplane-sail silk in natural color, practically indestructible and yet quite inexpensive. A few of these shirts were in the window, carefully displayed as though sufficiently rare to be noteworthy, while inside, one or two lay out on the counter where customers could pick them up and feel the wonderfully fine quality of the fabric. The price asked was $7.50 for two, or $4 each. The entire lot was sold in pairs or in lots of half a dozen.

Value of Windows

Mr. Jenkins believes that windows are also splendid advertisers and should never be neglected. In his own case, as he caters especially to the business men and industrial workers of the city, he finds that price tags are the best salesmen. Artistic displays are all very well, he said, when a man has time to spend on decorating and can leave the goods in for several days, but where a quick sale is desired, accent the price, and the display can take care of itself. The policy of the Jenkins store is to mark down high-class goods constantly with replacement value always in mind and to buy carefully only British and Canadian goods The manufacturers, according to Mr Jenkins, are making a serious mistake in delivering Summer goods already. He pointed out a large shipment of straw hats which had just come in, and explained that his Spring felts had not arrived, but the straws were on head far too early. He does not see why retailers should have to keep such goods shipped away ahead of time, contrary to instructions, at prices which are sure to decline later on. The same complaint, by the way, was expressed by several other Ontario retailers and is a bone of contention whenever the question of Spring buying comes up.

Women form a large part of the custom at the Jenkins' store and are encouraged to come, both for their children's requirements as well as for the men of the family. When a woman is not looking for Christmas gifts, she is easier to serve than a man, according to Mr. Jenkins, who considers that the personal element is a strong factor when selling to women. If a woman comes in for collars, socks, etc., she invariably selects the kind always worn by her husband, father or brother as the case may be and never thinks of looking over other lines as she would when shopping for herself, which eliminates a lot of selling problems.

Reaching the Chinese

Another class of customers, who form

Continued on page 89

Display of new shirts in the Blumenthal store, Montreal. The colors featured were dull blue and gray; effective use is made of the plateau or low display fixture.

Montreal Men Are Moving May First

Well-Known Retailers Who Are Affected by Leases

May 1, 1921, will witness a shake-up n the retail men's furnishing trade of Montreal such as has not happened per-aps in the history of the business. Since the 1st of February the daily pa-ers have been full of announcements f expired leases or removals among the est known firms in the business dis-rict, and next Summer will doubtless ee considerable change when all these hanges have been consummated.

Among the more important changes ecently announced is the closing out of he down-town branch of the Henry Marks stores. Mr. Marks has decided o sell everything out at half price ather than move any of the merchan-ise to his up-town stores, and the re-ponse to his advertising has been at nce enlightening and instructive as re-ards the attitude of the consumer.

From the moment the down-town sale pened it became so crowded that four olicemen were required to keep order. On one day alone, it was estimated that ully 5,000 people passed through the tore during the forenoon, and the man-gement has had to lock the doors after dmitting thirty persons and thus regu-ate the congestion. Twenty-two clerks re employed at the sale and two check-rs attend to the collection of payments t the rear entrance, through which cus-omers are let out. The idea of restrict-ng the number of shoppers at one time as been found to be of enormous ben-fit to both clerks and customers to-ether.

The latest announcement of interest s made by the firm of R. J. Tooke & Co., elative to their east end branch on St. atherine Street. In this case the age-ld worry of the householder is respon-ible for the closing out of this long-stablished branch, now in its twenty-xth year, namely, increased rental. ccording to the president of the com-any, the retail trade can only be made success where the rental cost does not xceed five per cent. of the yearly turn-ver, and when the firm was asked to ay three times the price asked a few ears ago, and not another location at reasonable rental appears to be avail-ble, it decided to confine its trade to the ther stores which it owns, until such ime as suitable premises in the east nd can be secured.

As in the case of the Marks' removal ale, none of the present stock will be arried over but will be disposed of at rices which will impel customers to ove it for the firm, and the latter is ow advertising stock and fixtures for ale, either en bloc or at less than cost rice on all lots.

After the first of May, the Tooke store ill be occupied by the old established firm of Dupuis Freres who expect short-ly to celebrate their 53rd anniversary.

Mention has already been made in Men's Wear Review of the retirement from business of the Broidy men's fur-nishing and clothing store of Craig Street and its transformation into the home of the United Tobacco Company.

Meloche & Fournier, of St. James Street, is still another well-known firm which is sacrificing its stock owing to the expiration of its lease on May 1, and which will move into the premises va-cated by the Henry Marks store after that date.

Bibby's Ltd. are Opening New Section

KINGSTON FIRM MAKES SPECIAL EFFORT FOR "LITTLE MEN"

Easter, 1921, will witness the formal opening of the handsome new junior sec-tion of the business of Bibby's Limited, of Kingston, Ontario, the well-known men's clothiers, and the closing of the branch store at present the home of the boys' clothing department.

During an interview with Mr. Sloane, the manager of the main store of Bibby's Limited, Men's Wear Review was in-formed that the new addition will be about 42 feet by 50 feet in area, and will give a total length to the ground floor of 125 feet. The store will now have the form of the letter T, as the new section is built at right angles to the main building. A fine hardwood floor has been laid throughout, and casement windows of leaded glass will provide soft illumination in day time. The ceiling and walls will be left pure white and all the fixtures and tables are to be finished in natural oak to harmonize with the new floor. Rugs and handsome wicker arm-chairs will be placed here and there about the new section to make the task of selecting clothing for the small boy as pleasant as possible for mothers. Ac-cording to Mr. Sloane, it is expected that the new plan of having all the merchan-dise under one roof will work out with the greatest advantage. Under the for-mer division, it was necessary to have two distinct staffs at work, when one would have been better, trained to be in-terchangeable whenever business was especially busy in either section.

The management of the store intend to emphasize the convenience of shopping at their store in future, and will en-deavor more than ever to cater to the wants of those mothers who have little time to spare from their homes, and yet require much assistance from the sales clerks. Comfortable easy chairs and plenty of light, with a spotless back-ground of polished hardwood and look-ing glass will undoubtedly prove an irre-sistible attraction to those tired house-wives who have been putting off the pur-chase of Johnny's new sailor suit or some underwear to replace the outgrown gar-ments.

The Bibby store specializes in youthful clothes for every member of the family of the male persuasion and their slogan is well chosen to advertize the fact. "Style Headquarters for Young Men and Men Who Stay Young," is the way they put it, and they make a feature of a special value young men's suit for $35 which is the best value for the price they have ever handled.

In their daily advertising recently Bibby's used heavy black type to feature the words, "Your New Hat, Sir!" and explained that $7.50 values are now $4.75, an irresistible appeal even to the hard-ened male shopper.

All prices have been marked down to the lowest figure, according to the man-ager, on a replacement basis, and no special sales are necessary to clear shelves. A small placard announces the fact that boys' clothing is reduced prior to the removal to the new quarters, but the word sale is never used. Values, ac-cording to Mr. Sloane, are exceptional in the Bibby store, owing to the fact that both he and the proprietor are expert buyers, and from many years' experi-ence are able to save the public money, which is, after all, the one all-powerful inducement to the consumer of either sex.

The policy of Bibby's Limited is that it is far better to earn a small percent-age on the frequent turnover than a large percentage on a slow one. It is constantly said that there are still a large number of clothiers and furnishers who are trying to get something like a normal profit on merchandise they bought at high prices. Others are trying to average prices by adding old and new stocks and setting a profitable price on the average, but the real test, according to Bibby's Limited, of the right policy is the answer to the question, "Does it sell?" Merchandise must be marked at prices that will attract customers in large numbers if the men's wear business is to be successful in 1921.

New Clothing Firm Started

A new clothing firm has opened its doors in Toronto. It is known as the Oxford Clothing Co., Ltd., and has behind it some energetic men who are pushing their product with a good deal of zeal. The Oxford Clothing Co. are specializing on made-to-measure clothing, with a wide price range. They will devote their attention, as required, to all lines, that is, suits and overcoats, for men, young men, youths and boys.

Manufacturer Who Sells at Retail

J. C. Begg of Hamilton Says That the Trade Will Be Notified and Advised to Act Accordingly—Some Manufacturers Have Already Received Their Notice — President Fisher Condemns

ONE of the addresses that created a good deal of interest at the convention and was of special interest at this time was that given by J. C. Begg, of Begg & Co., Hamilton. "The Manufacturer Who Sells at Retail" was the subject of his address, and he spoke of this individual with regard to two capacities in which he was acting: Selling over the retail counter, and selling to his own employees and the employees of other factories or institutions.

"We hear a good deal to-day," said Mr. Begg, "about co-operation between the manufacturer and the merchant. The trade in general is faced with two problems: That of the merchant who wants it to be known that he is selling retail at wholesale prices, and the manufacturer or the wholesaler who is not satisfied to sell as such but wants to sell retail as well. During the past year we have had some conditions that were well known to the trade and as the Retail Merchants' Association stands for united action that is why I brought the matter up at a recent meeting of the executive of this branch, that is, the case of a manufacturer who thought he had the right to go over the retailers' heads and offer his merchandise direct to the public. I would like it to be understood that, in this address, I am not referring at all to the manufacturing establishments that have chain stores of their own all over the country.

Evil Takes Two Forms

"There are two forms in which this evil has been promoted by the manufacturer. The first is the case of the manufacturer who has gone out to sell direct to the public, and the second is the case of the manufacturer who has gone out and bought quantities of merchandise and then sold it to his employees or has gone out to solicit business from the employees of other institutions or factories.

"The first manufacturer has been largely checked through the operations of this association. In times of readjustments like the present time, I find that we get closer together and this is one instance where we can afford to get closer together. In Hamilton there were two manufacturers conducting retail departments. The traveller of a manufacturing concern stated that there were two girls in one of these departments who had sold some $2,500 worth of merchandise in a very short time. He brought this to the attention of the firm and the practice has since been discontinued. The other case of the manufacturer with the retail department is where two or three salesmen are engaged in going out to solicit business from private individuals. Many students are being solicited and this is going on to such an extent that it is time this association took the matter up and took united action in the matter. Another manufacturer in Hamilton openly advertised that people could come right to their plant and buy retail but he has since opened a retail store, which he has a perfect right to do.

J. C. BEGG

of Hamilton, who addressed the convention on "The Manufacturer Who Sells at Retail." Mr. Begg was elected to the office of First Vice-president of the Association.

Names Should Be Known

"What we have in view is that this matter should be brought to the attention of the merchants that they may know those who come in contact with them in business and by the general co-operation of all merchants we will be able to help one another. We should send the names of such manufacturers or wholesalers to the merchants of our association.

"The other case to which I have referred is where a manufacturer goes out and buys large quantities of clothing and sells it to his employees or wh solicits business from the employees other factories. So far as the strict legal aspect of the case is concerned, th man who solicits business from the em ployees of other factories is going b yond the legal bounds of the law. W cannot prevent him from buying clothin from army stores, for instance, but such a manufacturer goes out and bu from a manufacturer from whom we bu it is well to anticipate this and to a vise our manufacturers what attitu we expect them to assume in suc matters."

In conclusion, Mr. Begg read the res lution that was passed at the meetir of the executive and was subsequent sent to every member of the associatio

Govern Yourself Accordingly

"It is the duty of everyone here," sa President Fisher, "when he receives notice of this unfair practice of son manufacturer to govern himself accor ingly. In this matter we are fair to th manufacturer, for he is first notified th he is pursuing a line of action that w not be tolerated and that if he does n discontinue it the trade will be notifi and that merchants will act accordingl There already have been one or tw manufacturers in the city of Hamilt who have received such a notice."

President Zieman believed that th only cure for this evil was publicity a he felt that if any complaint was lodg the person so lodging it should be rea to state the names of the manufacture or wholesalers violating the principle.

NEW DIRECTORS APPOINTED

The following are the directors a pointed at the recent convention of th Canadian Sheep Breeders' Associati recently held in Toronto:

The following directors were elect for Ontario: W. A. Dryden, Brookli Col. Robert McEwen, London; R. I Harding, Thorndale; George Telfe Paris.

Outside points—Quebec, James Br son, Brysonville; Maritime Province W. B. Bishop, St. John; Manitoba, Ge Gordon, Oak Lake; Saskatchewan, H. I Follet, Duval; Alberta, R. Knight, Ca gary; British Columbia, Hon. F. S. To mie, Victoria.

Officers for coming year: Presiden W. A. Dryden, Brooklin; vice-presiden H. F. Follet, Duval, Sask.; secretary, I W. Wade, Toronto.

Market Conditions are Improving

Easter and the Clearing of Stocks on Retailer's Shelves Result in Bigger Business—Manufacturers Trying to Keep the Wheels Turning—Lines That Have Been Slow Are Showing Improvement.

THERE is a distinct improvement throughout the trade for which two reasons may be assigned: Easter is just a couple of weeks off; and the clearing of the retailer's stocks by means of sales that have been conducted for several months back, has necessitated him going into the market for such quantities of merchandise as will brighten up his stock and make it possible for him to meet consumer demands and, at the same time, operate on a safe basis. He is buying very carefully and in small quantities, but the accumulation of these small orders is resulting in some over-time work in a number of the manufacturing plants. The feeling amongst careful business men is that, while there will be still further fluctuations due to changing conditions, the majority of merchants have pretty well got their house in order and are in fairly good shape to meet things as they come along. From all reports, retail business throughout the country is keeping pace with the rejuvenation of industrial activity; where local factories are shut down or running on short time, the business men are feeling it. And where factories are re-opening, the consumer demand soon reflects this condition.

Clothing

"We do not expect to make any profit on our spring business, but we are going to keep this factory going," said one clothing manufacturer to Men's Wear Review. And they are doing it. They are working over-time and taking on new help every week. For the first time in months we have heard the phrase, "behind with our deliveries." This condition, while not general, is regarded as a healthy indication because it indicates that retailer's stocks are pretty low and he is in the market for new stocks. Another manufacturer expressed the opinion to Men's Wear Review that, although Spring business would not be very heavy, he believed Fall would see the biggest season they had had in many years. The reason for this was, in his opinion, that the consumer's wardrobe was nearly empty. When prices were going up, he had bought two, three or four suits of clothes because he was making good money and had it to spend. Now, this stock is giving out and this manufacturer holds that he will have to replenish in the Fall.

Some of the manufacturers are sending their buyers overseas again for the first time in many months. Their stocks are in need of brightening up. Reports indicate that there is still considerable distress goods on the market, both in made-up garments and yardage. Staple prices are still unrealizable, and there are few men who will venture an opinion with regard to them.

Neckwear and Hosiery

Neckwear men are experiencing a considerable run on narrow ties, owing to the low collars that are being featured. Placing a new thing on the market has been a boon to them, although it has not promoted the sale of stocks which they had on hand. Good quality neckwear can be purchased at very reasonable prices these days. One large manufacturer expressed the opinion that there would be a shortage, not only of these but of other lines of men's wear before long. The reason, he said, was the same reason which prompts the retailer to buy carefully. The manufacturer will not make up as fast as he sells because of the conditions which have obtained during the last year, particularly with regard to cancellations. "There are some lines of neckwear and hosiery," he said, "on which we can only give six or eight weeks' delivery now."

Collars and Shirts

In low-priced shirts and low-shaped collars there has been considerable business lately. Shirt manufacturers and wholesalers state that they are having difficulty in meeting the demand for the lower-priced shirts; merchants are much more conservative in buying higher-priced lines for the present. A manufacturer who appreciates the position of the retailer stated to Men's Wear Review that he believed the retailer was still uncertain with regard to the attitude of the consumer. "The consumer is still looking for lower prices," said this man, "but until labor costs drop it will be hard to give them." The inference was that the retailer might have to do some missionary work in telling the consumer that prices were now based on the lowest possible raw material costs, plus present labor costs, and that future costs would be more regulated by labor costs than the cost of raw materials.

Hats and Caps

Retailers are buying very carefully in hats and caps. They are cutting orders down to parts of dozens if they can. Manufacturers and wholesalers are getting numbers of orders that are very small; but the sum total of them is keeping them fairly busy. They are finding the demand is for a hat that will sell at a popular price, namely, around $7.00. Exclusive hatters who have made displays of their Spring styles have met with a very fair response from the public; as a matter of fact, it is noticeable from reports we get that both clothiers and haberdashers who are now merchandising in the regular way and have broken away from sales are doing a good business. Some new straw styles are being shown and are selling quite well. While the volume of business is not large, it reflects a growing healthy condition of stocks all over the country.

Underwear

The underwear trade which was quiet for some months shows decided improvement. Travellers out on the road with Fall samples are meeting with a good response generally. The prices have been made more enticing and there is a guarantee against further reductions and their effect on the retailer. In Summer underwear, sales have improved of late in spite of the sharp competition from across the line. Travellers say that retailers' stocks are quite light.

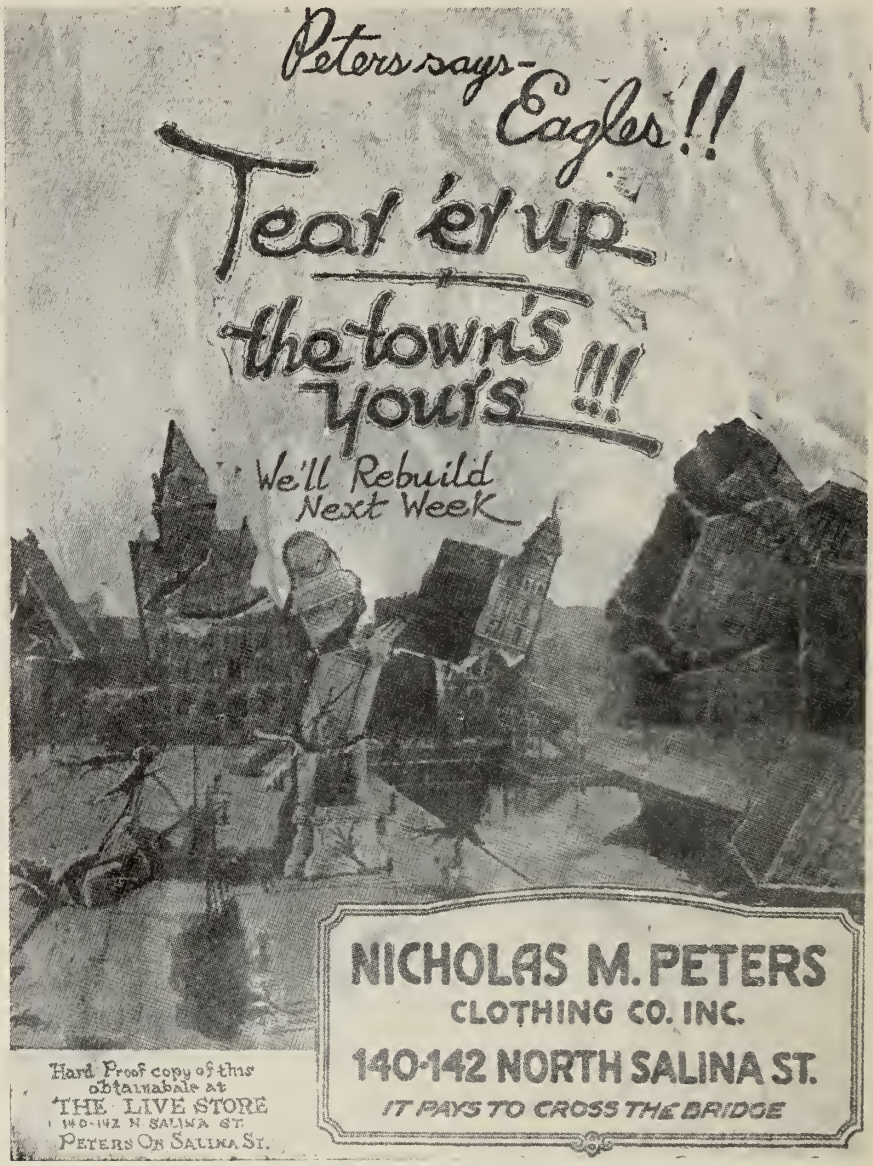
Reinstatements

One of the encouraging signs of returning normalcy is the reinstatement of many cancelled orders. This does not apply to any one particular line of men's wear but is becoming increasingly general. Many manufacturers and wholesalers have recently told Men's Wear Review that they have had reinstatement of orders that were cancelled some months ago.

Extending a Welcome to the Eagles' Lodge; Some Novel Boy Scout Window Displays

Novelty in Advertising and Window Displays—How Peters of Syracuse Made the "Eagles" Feel at Home—Besse-Sprague and Peck, Vinney & Co. of Syracuse Give Sections of Their Windows to the Boy Scouts

NOVELTY in advertising and window display work is a feature of merchandising in some of the American cities. Rather than fill their advertising space with long lists of specials which they are offering, they have a layout that, in itself, attracts the attention of the casual reader of the daily newspaper. A good deal of white space is being used in the more conservative advertisements of men's wear stores. For instance, the picture in this issue of the orchard of straw hats is reproduced from a newspaper advertisement and it can easily be seen that such an advertisement must be attractive. They look upon the reader of the daily press as a man who wants to get at the heart of a message in as short a time as possible. They know, for instance, that he will not pore over columns and columns of newsprint reporting the speech of some senator or member of the House of Representatives. Similarly, they feel that he will not pore over an advertisement that is crammed full of newsprint, outlining special bargains to be offered. They convey their message in as few words as possible; they use a good deal of white space as surrounding to give the advertisement an artistic touch.



In window display work they take advantage of state or local events to attract attention to their windows. If some event is transpiring in their particular section of the city or in the city throughout, they are not slow to grasp the opportunity to put something in their windows that is out of the ordinary and will catch the eye of the passerby. Advertising and window display are the avenues of approach to their stores and they make the very most of them on every occasion that presents itself.

Peters of Syracuse

Nicholas M. Peters, of Syracuse, is one of the live wires in business in that city. He is in a section of the city that has been, by a strange geographical accident, cut off from the main business section of Syracuse. It is called the section "over the bridge," and although this bridge is, within a year or so, to be removed and the whole main street made one, it has been both a barrier and an incentive to the men in that section for some years past. They have had to make extra efforts to get business and to retain it, and, on another page of this issue one of the methods they have adopted to do so is outlined.

The reproductio of an advertisemen on this same pag is a bit of charac teristic advertisin done by Mr. Peters of Syracuse. Som three hundred mem bers of the "Eagles lodge met in con vention in that cit recently. It pre sented the occasio for a bit of live ad vertising and Mr Peters took advan tage of it. He ha a photographer tak four different pic tures of this sectio of the city, which i the section in whic his own place o business is. Afte he had these fou photographs he cu them up and paste them together in th shape in which the are shown abov and then, of course had the fifth pictur taken, from whic this is reproduce The originality o the idea speaks fo itself and it onl remains to be point ed out that the ide could be followed i scores of Canadia towns and citie where similar event are held during th year. Mr. Peters, i addition to usin this cut in his own advertising, had som three hundred prints run off on a sti cardboard and sent one to every dele gate of the convention. He also let it b known that copies of it could be had b applying at his store for one. Needles to say, it popularized his store durin the Eagles' convention in Syracuse an he received some splendid advertisin out of the idea.

Working With the Auto Men

In the near future, the automobile me of Syracuse, that is, the dealers, wi make a public showing of their new mod els for the present year. The clothin men of the city are to take advantage o the occasion to present their own Sprin models to the people of Syracuse. Thei

Continued on page 83

"Clothing Store Without Furnishings Is Like a Ship Without a Rudder"

P. J. Kelly of Stratford Says That Furnishings Lend Attraction to Store and Materially Increase Sales—Says 25 Per Cent. of Clothing Sales Should Originate in Furnishing Department

A CLOTHING store without a furnishing department is like a ship without a rudder. Increased sales of clothing are guided in many ways by a furnishing department. A trim furnishing window displaying new furnishings with neat price tickets will often attract customers into your store where only a clothing display would fail. When the customer is attracted inside your store by some special furnishing article that has caught his eye in your furnishings window, and the customer goes in to make a purchase of that article, it is the duty of the salesman to introduce other lines of furnishings, and while the customer is waiting for his change or waiting for his furnishings parcel to be done up. The furnishings salesman should introduce the subject of clothes by asking the customer if he would care to see some of the new models in Spring suits or overcoats. If the customer expresses a desire or willingness to be shown, the furnishing salesman should call an experienced clothing salesman and introducing Mr. Smith (the customer), saying at the same time, Mr. Smith does not want to buy to-day but will be in the market for a suit or overcoat later on, and has kindly consented to look our line over. For the fact that the customer has consented to be shown through your line of clothing shows he is interested. Now that you have your customer interested, be careful not to bore him too much by showing him too many lines, or taking up too much of his time on this occasion as you are borrowing this time from him. Ask your customer if he would like to see a couple of the new models tried on one of the other salesman. If he expresses a desire to see them on, call a salesman and show your customer a couple of models on this salesman; better to show the models on another salesman than on yourself when convenient. Then if your customer is still interested you might suggest having a coat tried on him. If he expresses a willingness to try on a coat and you have the material and model to suit your customer the sale is practically made either right then or the near future. Be very careful in the handling of this customer that your furnishing department was instrumental in bringing into your store. Don't show too big a desire to sell this customer a suit or overcoat on this occasion. He has been kind enough to give you his time. He did not come in to buy clothing so it is up to the salesman to be more courteous to this customer than if his express purpose in coming into the store was to purchase clothing. Twenty-five per cent. of a clothing turnover should be the result of clothing sold by the introduction of clothing through your furnishing department. Not only should a furnishing department pay well in any clothing store but it is the means of making your clothing section pay better, by the increased sales made through the introduction of clothing by your furnishing department. A big furnishing department is not essential, fewer lines well assorted in sizes kept up is better than many lines poorly assorted and broken sizes. A buyer for a well-conducted furnishing department will avoid buying very much from a jobbing house. Better to buy from manufacturers of standard well-known and guaranteed lines, where you can always duplicate the lines and sizes sold out. Avoid the mistake of carrying too heavy a stock and too many lines poorly assorted. Trim your windows often, changing the mode of display every time if possible. Make many changes in your inside displays in silent salesman cases and on small tables, using artistic price tickets on all displays. Engage courteous young men for your furnishing department, as the bulk of business done in that department is done with young men. Birds of a feather, you know, flock together.

A Story With a Moral

In giving his address on "The Manufacturer Who Sells at Retail," Mr. Begg was, he said, reminded of a story of a very stout lady. This lady was very fond of the theatre and, recognizing her stoutness and the discomfort of it on many occasions, she always bought two seats for the theatre when she attended.

On one occasion, the usher somewhat hesitated before showing her to her "seats."

"Where is the other party, madam?" he asked when the lady asked to be ushered.

"There is no other party," remarked the lady, somewhat indignantly because she thought some reflection was being cast upon her stoutness.

"Well, I only thought I would tell you," said the usher, "that these seats are on opposite sides of the aisle."

R. F. Fitzpatrick Objects

Mr. Fitzpatrick, of Fitzpatrick & O'Connell, Ltd., Toronto, who specialize on clothing, differed to some extent from the remarks made by Mr. Kelly in his paper. "To-day is a day of specialization along many lines," he said. "We have doctors who specialize in certain branches of their profession; lawyers who are specialists in certain branches of the law, and so on through all the professions. Our firm has featured clothing exclusively for seven years and we feel that we have the advantage over other stores on Yonge Street because we claim to be specialists in the clothing line. Also in window display we claim to have the advantage because we can devote our entire window area to the display of clothing."

The speaker also objected to Mr. Kelly's negative suggestion regarding the sale of a suit of clothes. It was treating it as a side-line, whereas clothing constitutes the best paying department of the whole store. Mr. Fitzpatrick believed that if furnishings were to be carried they should constitute an entirely separate department so that each department would be exclusive. In the smaller towns and cities, he would say that a furnishings department ought to be carried, but in the large cities he favored specializing.

W. H. Price, of Niagara Falls, told of the work that had been done in the technical school in their town to help along salesmanship. In their school they had given a course of ten lectures on salesmanship and Mr. Price stated that he had sent three of his salesmen to these lectures. "I found that my salesmen improved 25 per cent. after hearing these lectures," said Mr. Price, "and if any of you have a technical school in your city I would advise that you have someone there give a course of lectures on salesmanship and send your sales staff to hear them."

Important Matters Covered by Resolutions at Convention of Ontario Clothing Men

Re Made-in-Canada Goods

That the members of this convention, herein assemble a desire to place ourselves upon record as being in favor of urging upon the public, generally, the necessity of buying goods made in Canada; providing that all things are equal, and as we have learned that it is the intention of the Dominion Board to shortly hold a meeting with the members of the Canadian Manufacturers' Association for the purpose of discussing this subject fully, and we ask that this matter be taken up, by the Incoming Executive, whom we request to act in co-operation with the Ontario Provincial Board and the Dominion Board, and be present at the proposed conference so that the views of our section can be fully laid before the meeting.

Moved by Ed. Mack, Toronto, seconded by Stevens, Barrie.

Re Manufacturers' Sales

That it is the opinion of this convention that it is very detrimental to the best interests of the Retail Clothing Men's Furnishings Trade to have manufacturers operate special retail clothing sales in temporary retail stores and that this subject be referred to the incoming executive with the request that they take the same up with the Dominion Board.

Moved by Stevens, Barrie; seconded by Dover, Cornwall.

Re Community Development

That inasmuch as it has been deemed advisable by the officers and members of the Ontario Provincial Board of our Association to devise some plan would tend to keep the circulation of currency as much as possible within the home town, and secure for the merchants more business within their municipality, and help to build up and develop the community that we heartily endorse the same, and pledge ourselves to give the Association all the assistance we can.

Moved by Sargeant, Barrie; seconded by W. Hearn, Stratford.

Re Peddlers' and Transient Traders' Act

That the members of this convention herein assembled desire to place ourselves on record as being fully in accord with the proposal of the executive officers of the Ontario Provincial Board to have the present Peddlers' and Transient Traders' Act amended so as to prevent persons who are not engaged in the wholesale and manufacturing business, and who do not occupy premises in the municipality, from soliciting business from citizens within the municipality.

Moved by W. H. Price, Niagara Falls; seconded by Stevens, Strathroy.

Re Changing the Present System of Catalogue Distribution Through the Mails

That whereas we have learned that it is the custom of the postal authorities to allow catalogues to be sent by freight to the various post-masters of Canada, who distribute the same in their zone, at a much lower rate than the catalogue houses would have to pay, providing they were mailed from their head office, and that we herein assembled, place ourselves on record as being in favor of the action taken by the Dominion Board, whereby, they ask that all catalogues be treated in the same manner as ordinary mail.

Moved by Doan, Niagara Falls; seconded by Sargeant, Barrie.

It has been brought to the attention of this Association that certain large manufacturing concerns in Ontario, not in the clothing business, are selling clothing and other wearing apparel purchased by them to resell to their employees, also that they were going outside their own employees and also selling to employees of other factories. It is understood that some of this merchandise has been purchased from surplus army supplies but as we anticipate that these manufacturers will be going out among the wholesalers to purchase further merchandise, we, the Ontario Retail Merchants' Association, hereby ask our secretary to notify the secretary of the Clothing Manufacturers' Association of our knowledge of this action on the part of these manufacturing concerns and ask their co-operation in seeing that their members do not permit themselves to be led into supplying merchandise through these channels.

Moved by J. C. Begg, Hamilton; seconded by McClelland, Hamilton.

Having known that several clothing manufacturers of Ontario have been catering for business in a retail way at their factories and warehouses and are selling direct to the retail customer in some instances at prices much lower than it would be possible in a retail store, it is resolved that we, The Ontario Retail Merchants' Association, that such firms now known or reported in the future to be so conducting business be sent a copy of this resolution and to be notified that it is our determination that failure on their part to discontinue these practices we will be obliged to take steps to notify the members of our Association of these practices, advising them to take such action as will protect their fellow retailers who are more directly thrown in contact with this unfair competition.

Moved by Dan. Johnson, Ottawa; seconded by Stevens, Barrie.

Re False Advertising

Whereas a number of advertisements are appearing from time to time in the daily press, advertising clothing and men's furnishings, which we consider are untruthful, and are deceiving the public, and that these untruthful advertisements, issued by a few, reflect on the character of those retail clothiers and men's furnishers, who are endeavoring to do business in an honorable way, and, inasmuch, as these false advertisements are deceiving the general public, we feel that it should be a duty of the Dominion Government to appoint an official, whose duty it would be to ascertain the true facts in connection with the publication of these advertisements and prosecute these persons who are responsible for placing the same in the Press or in any other publication in the same manner as the operations of the Gold and Silver Marking Act is carried out, and we recommend that this matter be referred to the executive officers of the Ontario Provincial Board, and ask them to submit the same to the Dominion Board, so that action can be taken on the matter at once.

Moved by R. F. Fitzpatrick, Toronto; seconded by P. Bellinger, Toronto.

Re Clothing Thefts

Whereas, the members, in this convention assembled, desire to express our alarm at the large number of clothing thefts that have taken place recently throughout the city of Toronto and the Provinces of Ontario. Some cases have been brought to our notice where thieves have broken int the shops of merchants, removed the cloth ing, and also bales of cloth, and it is th impression of some of our members tha the said cloth has been re-dyed and offere for sale again. We are of the opinion, tha in view of the present conditions that extr police should be placed on the force, bot in the large cities and in the counties an that more severe penalties be enacted, s that this system may be stopped, and w hereby request that this matter be refer ed to the Ontario Provincial Board and as them to take action upon it immediately.

Moved by Ed. Mack, Toronto; seconde by Dickin, Guelph.

Re Increasing Transient Traders' Fees

In view of the great increase in the num ber of transient traders who travel abou from place to place, and open up stores i various cities and towns, to sell clothin and who misrepresent the same to the pub lic, and thereby injure the legitimate trad of those who are permanently located in th various municipalities, and who pay taxe and contribute in other ways towards th development of the municipality, we believ that it is only right and fair that we shoul ask the Ontario Provincial Government t increase the fees for transient traders an we ask that this matter be referred to th Ontario Provincial Board for them to tak action on the same at once.

Moved by Dover, Cornwall; seconded b W. Hern, Stratford.

Appreciation of the Association's Efforts r Removal of Luxury Tax

The members in this convention herei assembled desire to place ourselves upo record and to express our hearty apprecia tion of the efforts of the Dominion an Provincial Boards of our Association, i making the active and strenuous effort they did in having the luxury tax remove that a copy of this resolution be forwarde to the Ontario Provincial Board with th request that the same be forwarded to th Dominion Board at Ottawa.

Moved by W. H. Price, Niagara Falls seconded by Dan. Johnson, Ottawa.

Re Sales Tax

That it is the opinion of this meetin that in the event of the Dominion Govern ment making any further change in th method of collecting taxation for the pur pose of paying our war debts, that we re quest that the application of any propose tax should be made at the source of supply namely, upon the manufacturer and im porter, and that this tax be passed on t the retail merchant so that it can be ab sorbed in his cost, and that we strongl oppose any proposal to place a tax upo the sales of retail merchants, owing to th great annoyance it would give us, and th enormous expense that the Governmen would be put to in collecting the same, an we ask that a copy of this resolution b forwarded to the Ontario Provincial Boar with the request that they present the sam to the Dominion Board so that they wil know the view of this convention, and b able to act accordingly.

Moved by Ed. Mack, Toronto; seconde by Gordon Dunfield, Toronto.

Re Welfare Fund

Whereas it has been called to our atten tion that the Dominion Board of our Asso

Continued on page 83

Glove Prices Easier for Fall; Some New Styles Outlined

Domestic Manufacturers Providing Good Substitutes for High-priced English Lines—Look for Good Fall Trade, Particularly From the West—Call for Quality.

THAT prices on men's gloves in the finer leathers for the coming Fall will be no lower than those quoted for this Spring, was the statement made to Men's Wear Review by one of the leading importers of Montreal this month. Revised quotations are expected to be issued almost immediately which will fully indicate the trend of the market. The prices that gloves have been selling for at retail are not to be taken as indicative of future prices, for, in the opinion of those who know, in the majority of cases, the gloves that are greatly reduced mean that some one has stood a considerable loss, and this has been done in the way of readjustment, just as in every other line of the furnishing trade.

Skins are stated to be more plentiful, but the prices asked are extremely high. Fine kids are still exceedingly scarce and makers are consequently concentrating upon new ideas in developing the standard capes, mochas and chamois, which will retail at somewhat lower prices than the kids and will, of course, give better wearing qualities and service for the price asked.

The retail market has unquestionably been flooded with cheap gloves, since scarcely a day passes that a sale of many thousand pairs, both of men's and women's, is not advertised, and yet the demand for high-class fine quality merchandise is quite as large as ever, since prices declined somewhat. In the Fall months retailers reported a falling off in sales owing to the peak prices then prevailing and in consequence they have done little placing either for this Spring or for the coming Fall yet. According to the manufacturers retail stocks are decidedly low all over the Dominion and the average merchant is ready to buy heavily now. One of the features of the situation mentioned by one man to Men's Wear Review was that large placing orders are now coming in, calling for full ranges of sizes from the largest down to the smallest in all grades, indicating pretty plainly that stocks are just about cleaned out.

Easter coming so much earlier than usual is an important factor in the favor of the wholesaler, who can now turn his attention to Fall orders, which promise to be very large, particularly from the Western provinces. All efforts will now be directed towards building up and maintaining a steady volume of business for the future, emphasizing the quality, workmanship and style features of the goods and endeavoring to educate the public to insist upon value rather than price in the final analysis.

Owing to the scarcity of English gloves and the high prices they necessarily imply, domestic manufacturers have recently brought out a very fine substitute, namely, a hand-sewn mocha, which is exquisitely fine and supple to the touch, yet durable and practical for daily use. The feature of these gloves is the hand stitching on the outside of every seam, similar to that which has been noticed on washable gloves. The combination of this heavy stitching upon slate colored mocha is, however, particularly striking and in perfect taste.

The gauntlet glove, somewhat resembling the style so remarkably popular with women, is now shown for men. This glove is developed in five shades of washable cape as a driving or sports glove with the wrist strap fastening on the back for extra safety and strength. The flare at the sides is not nearly so wide as in the regulation motoring gauntlet, in fact the new glove is almost a replica of the feminine in design. Washable cape gloves with one dome fastenings will be the best all round variety for cool weather wear, and are now further improved with rip-proof seams, which add materially to the appearance as well as to the wear of this style. The new neutral colorings are sure to appeal strongly to masculine taste, and the velvety softness of the new capes is still another good feature.

A particularly striking heavy Winter glove just brought out is lined throughout with the softest camel's hair wool. The leather is softened until it is almost as flexible as the lining itself, and allows the maximum of comfort in wearing. It is designed with a very long wrist with deep gussets at each side and a back strap and although intended as a Winter driving or motoring glove is equally suitable for any out-door purpose. The stiffly lined flaring cuffed gauntlet glove is no longer considered the best by well-dressed men, and it is probable that the new model will speedily be adopted as the standard for practical purposes.

In dancing gloves for men, a noticeable increase in fine silk fabric styles is spoken of for next Fall. Rather more elaborate novelties as regards trimmings will be featured and the price will undoubtedly be much more reasonable than at any time within the last six years.

Hand embroideries are now largely featured in the back stitching on all gloves, and some of the latest models recently imported from France show especially lovely patterns of quite intricate design.

According to the manufacturers the Canadian public needs gloves and the current stocks in hands of retailers are lower than ever before. Every possible effort should be made to capitalize the importance of the glove in the masculine wardrobe. Instead of operating along negative lines with the chief idea to sell cheap goods at sale prices, both wholesaler and retailer must reverse methods and study how to seize and take full advantage of the coming opportunities for business to regain its former high plane.

GEORGE GREY
of Chatham, elected second vice-president of the Ontario Retail Clothiers at their recent convention in Toronto.

SUNSHINE

Every advertising truism must be frequently repeated to the ad. man just as he must continually emphasize the quality of merchandise and service his store offers to the public. It may bore some to hear that psychology "will play a more important role than ever this season," but theer is no escaping the fact. The small town merchant who is nearer to his customer than the big city store must occasionally talk general conditions in his advertising much as he would to the prospect coming to his store. His task this year is to encourage normal buying by enabling sunshine to filter through the public's mind so that they can see general conditions in their true light. It will not do to fill up space with oratorical effusions or outbursts so often noticed these days. The editorial ad. is tackling a gigantic job this spring, and every word must ring true and sincere.

Salary Paid Only by Commissions

An Employee of Kleinhans of Buffalo Makes His Own Salary — Makes Sales' Staff More Courteous, More Diligent, More Efficient, and Works to the Advantage of Firm and Employee Alike—First to Adopt It in U. S.

A SALESPERSON who works for himself also works for the firm of which he is an employee.

Kleinhans, of Buffalo, were so firmly convinced of this fact some years ago that they adopted the commission plan for paying their sales staff; now their entire sales staff, practically, is paid on this basis and do not get any salary at all. L. A. Wilson, the managing director of the firm, stated to Men's Wear Review that theirs was the first firm in the United States to adopt this plan. They are thoroughly satisfied with the plan, and so are the salespeople, and that makes all the difference in the world. The slack seasons come, of course, when the pay envelopes are small; but the big seasons come, too, and the envelopes are large. On the whole, the average is larger than it would be if they were paid on the straight salary basis. Mr. Wilson says that the secret of the success of the whole plan is that clerks are all working for themselves on a commission basis; and, given this as a starting point, many things follow that make the sales staff more efficient and increase the sales that are made throughout the store.

Staff More Courteous

There are some stores into which one wanders where the salespeople take little or no interest in the person who may be passing by them. It is not so in Kleinhans. The representative of Men's Wear Review had hardly passed the doorway before he was very courteously accosted and asked if there was anything particularly that he wanted. It was explained later by Mr. Wilson.

"To begin with," said Mr. Wilson in pointing out the advantages of this commission basis of remuneration, "all the members of the staff are working for themselves and when they are doing this they are also working for us. That makes them more courteous. Everyone who comes into this store, in the eyes of our salespeople, is a prospective customer and a sale made to them is part of the sales person's salary.

"In the second place, the members of the staff are always working for customers. You may walk into many stores and no one will pay any attention to you. You can't get into this store without some one coming up to you and asking you what you want.

"We find, too, that our salespeople do not spend much time in the toilet rooms and other places in the building as they used to under the salary system. They are always to be found in their proper places, looking after business for themselves and for the firm.

"One of the best features of this system is that each of our salesmen is always trying to make more money. He is always trying to increase his sales, knowing that it will increase his own salary. And that, of course, increases our business. Since we adopted this system, no sales person has ever left us of his or her own will. They have been satisfied to stay and we have been satisfied to have them stay if they were showing that they were anxious to make good in our employ.

No Loafing Now

"Another thing we notice with this system is that there is no loafing in the store as there often is where a straight salary is paid and where there is no immediate result from the making of a sale. We have found that we can operate with about 30 per cent. less of a sales staff than we formerly had under the salary system. Salesmen will not now visit one another throughout the store and we find that we do not have to tell them what time they can have for their lunch hour. Most of them will not even take an hour for their lunch. We used to find that about one-third of the whole sal staff was out for lunch at one of t busiest hours of the day; under the co mission plan we do not have to wat our sales staff at all because they kn what it means for them to be at th work at this time of the day.

Not Asking for Increases

"Not the least successful feature this system is that we do not have t members of the staff asking for an i crease in salary. We tell them that they have to do is to make it. Former we would have a member of the st saying that he had been here for a c tain number of years and thought was entitled to an increase in sala We do not have this any more."

The plan of paying on a commissi basis is worked in conjunction with t "call" system which is explained in a other article in this issue. Unless th were some such system as this "ca system it can be easily seen that t commission plan might work to the a vantage of a comparatively few memb of the sales staff. But this difficulty eliminated through the "call" syste which gives each salesperson his or h chance in making the sale.

While most of the stores which Me Wear Review visited in Buffalo, Roch ter and Syracuse follow the "call" sy tem, not all of them follow out the co mission basis of payment to the sa extent that Kleinhans do. Some of th pay only certain salesmen on the co mission plan; others not at all. T "call" system gives them a complete a accurate check on the efficiency of th sales staff, and they can regulate th salaries accordingly. In respect of ficiency, the "call" system is recogniz as invaluable to the furthering of t interests of the firm and promoti sales.

WILL OPERATE ON

Continued from page 54

It is expected that it will be taken up at the national convention which will be held over there in the Fall of the year.

Selling 1,600 Winter Coats in Mid-Summer

During the sales which Kleinhans ran last year was a particularly successful one of Winter coats during mid-Summer. In this sale they disposed of some 1,600 overcoats. They brought it about in a novel way. The sale was not announced in the newspapers at all. A double post card was sent out to their large mailing list, asking their customers if they would be interested in purchasing a Winter overcoat at this season of the year, providing they could save some $20 over September prices. From their mailing list they received over 5,000 replies. To these men they sent word that, unfortunately, they h only 3,600 overcoats to dispose of, a they asked that they come early to t store the day the sale began so that th would not be disappointed in selecti their Winter overcoat. In all the h of the mid-Summer season, hundreds men came pouring into the store select their overcoats. "We did as said we would do," said Mr. Wilso "and we saved our customers from to 25 per cent."

Should Imports From U.S. be Curtailed?

P. Bellinger, of Toronto, Deals With Subject at the Convention—Importations of Clothing Lines For Nine Months of 1920 Total Over $3,000,000

I HAVE been requested to lay before you some views as to why we, as retail merchants, should confine our purchases as much as possible to goods that are made in Canada or within the British Empire.

You can readily understand that this subject is many sided and it would be impossible in the limited time that I have at my disposal to deal with all its varied phases. The chief or most important feature that must be considered at the present moment is "What is the best plan for Canada to adopt to enable her to reduce the rate of exchange on American currency?"

It is unnecessary for me to remind you that when our currency is taken below its par value in the markets of the United States, it is equivalent to paying an increased rate on all the merchandise we buy.

There seems to be no immediate attempt on the part of the clothing manufacturers of the United States to remedy the difference in the rate of our currency or to take our money at par, and the difference in the rate means that on every purchase we make in the United States they are taking away more of our money than they should and leaving less for us to put into circulation in Canada.

As stated before, we realize that this is a many sided subject, and we cannot expect to make much headway in Canada by merely selling and buying among ourselves, any more than we could expect to prosper by trading jackknives with one another. If we want more capital in Canada it must come from without, and to bring it in we must offer inducements to those who live in other countries and who possess it or we must send out our natural products and our merchandise and secure it in that manner. It has always been found to be a good rule in business to buy in the market nearest at hand, providing all things are equal, as it saves the cost of freight and distribution.

To buy goods made in Canada means more than that, it means to retail merchants that we not only save on exchange, but it enables the manufacturer to keep the money we spend with him in local circulation among the workmen he employs, and this money is spent and it filters through a host of channels and it contributes to the payment of the services of those persons who are necessary to the upbuilding and to the prosperity of the community. It therefore "blesses those who give as well as those who receive."

At the present time the subject we have under consideration is one that every thoughtful citizen should give great care and thought to.

In addition to the payment of the yearly expenditures of the Dominion we have to face a liability of many millions of dollars created by the war. This can only be paid in proportion to the manner in which we prosper. If the trade of Canada is injured by the unwise legislation or by any unnecessary hampering of the commercial classes it will make our debt that much harder to pay. It can only be paid in two ways, the same as the liability of any firm or company is paid, it must come out of sales or profits. If we sell out our assets to meet our liabilities, we must either cease to do business or go further into debt. We must have profit if we wish to continue and expand. The question, then, is what is the best policy to adopt to keep the wheels of commerce revolving and to pay our war debt?

As stated before, we cannot expect to develop very extensively by merely buying and selling among ourselves, but as retail clothiers we should look at this problem from a somewhat different standpoint to that of some of the other classes. It is not imperative that every man should wear jewelry or own a watch or buy a piano or a phonograph or carpets for his floor or books for his library, but not only the law of the land but the weather conditions in Canada compels men to keep their bodies covered. Consequently every time a boy is born in Canada or every time we see a boy or man on the street we know positively that he must be a customer of some clothier or some merchant tailor, and as such we are all naturally interested in him. Our duty is to serve them properly, and when we do so we are performing a necessary and a useful duty in the community, and we are therefore interested in the growth and in the development of the community.

As we are therefore engaged in a business of such necessity and one which occupies such an important part in the trade of Canada, the question of confining our trade to Canada is one that we should give very close and careful attention to.

Through the courtesy of the secretary of the Dominion Board of our association at Ottawa, I am enabled to quote you some figures regarding our importations, which figures have only recently been compiled and which have not yet been publicly issued.

These figures show that for the nine months of 1920, ending December, the importations from the U.S. of clothing, ready-made, and wearing apparel composed wholly or in part of wool worsted, etc., n.o.p., totalled $506,240; overcoatings $10,175; worsteds and serges, including coatings, $1,841,183; tweeds, $659,540, or a total of $3,017,138.

As to whether we can cut down our purchases from the United States or not is a question that I would suggest should be very carefully considered by a special committee appointed by this convention to act in co-operation with the Ontario Provincial Board and the Dominion Board of our Association. In dealing with this problem there, of course, are other matters that I have not set forth in this memorandum which must receive careful thought and attention, and which are of vital interest to us as buyers and sellers, and which perhaps many clothing manufacturers as well as manufacturers of woollen goods have not had the opportunity of considering. I believe much can be done by mutual co-operation. To solve this big problem we must have the best thoughts of the best minds in our organization, and here as we gather here in conventions from year to year I am more than ever convinced that retail problems can only be solved and unravelled by retail merchants themselves, and when we understand our own problems we will be in a better position to consult with the wholesalers and manufacturers.

H. BRIMMELL

one of the directors of Dundass & Flavelle, Ltd., of Lindsay, and recently elected secretary-treasurer of the Clothing Branch of the Ontario R.M.A. at the Toronto convention.

The Fall Clothing Outlook

What Montreal Manufacturers and Designers Think of the Coming Season—Rumors of a New Extreme Coat—Hints Regarding Styles and Colors—Improving Situation.

MONTREAL clothing manufacturers are not worrying over the uncertainties of the next few months. Although conditions are quite as unsatisfactory as in other large manufacturing centres, yet, without one exception, each of the large houses interviewed by Men's Wear Review spoke philosophically with regard to Fall business, much as the hopeful farmer does after a long drought when all signs have failed, and the blessed rain delays its coming. "We are making the best of things," is the general opinion expressed, but the worst has certainly been overcome.

Although style forecasts have been announced for the Fall and Winter seasons, very few makers have been able to display samples, owing to the various delays incidental to the present Spring season. The consensus of opinion is that in future Fall merchandise will be shown later than in former years and this year in particular, conditions with regard to styles, prices, etc., will largely depend upon the reception accorded to Spring samples, which are only just being distributed.

That the majority of retailers are still overstocked is the opinion expressed this month on all sides and, consequently, there is little inducement for manufacturers to attempt to stimulate trade by the introduction of radical style changes. But manufacturers do maintain that the present year is one in which good quality and moderate prices should be particularly emphasized by retailers, and the window display of new clothing will be by far the most vital factor in merchandising with profit.

"Yes, we are going to feature some novelties in Fall clothing," said one designer to Men's Wear Review, "because it will be absolutely necessary for retailers to stimulate interest in buying on the part of the consumer as early as possible. But retailers want goods at a price, and are not much interested in quality or style just now. There is too much uncertainty about prices yet to make it worth while for us to specialize in extreme stuff."

Another of the foremost Montreal makers stated that for his part he would confine himself to fewer Fall models than ever and shun any ideas approaching "freak" patterns. Men will gradually work back to pre-war ideas about clothes now that materials are showing an appreciable decline, and the present monotonous similarity of conservatism has about run its course. "It is no use for manufacturers to consider making novelties just now," he said, "because nobody is interested in sweets right on top of a heavy meal, no matter how delectable they look, and the retailer is still digesting his 1920 merchandise and is by no means hungry for novelties. We intend to wait until stocks are lighter and then offer him the new Fall lines which will act like an appetizer on normal business."

"The Jazzarine"

Right after Easter, therefore, Montreal makers will get down to business in earnest on the matter of Fall clothing, whether they specialize in the conservative or the "ultra" snappy models, and, let it be whispered, report has it that at least one important designer is planning to introduce a brand new novelty in the shape of a young man's sack suit, known by the significant appellation of "Jazzarine."

Some retailers, it is claimed, have objected to the prices asked on the present Spring's line of clothing, and have asked for reductions on goods to be delivered for the Easter trade. The manufacturer's point of view does not coincide with this opinion, based as it is upon the deep cuts made in prices before the Spring season was under way at all. Forced to sell at a loss until cleared of all the high-priced goods he holds in stock, the average manufacturer in Montreal is not inclined to talk further reductions yet. On most of the famous lines of internationally known clothing, the present reduction averages $5 lower than on last Fall's prices, but the cuts range deeper in many cases, one line in particular now selling at $35 which was $53 only a few months ago.

Piece Goods Market Unsettled

Complaints are freely expressed by the makers regarding the unsettled state of the English piece goods market, due to the acceptance of the mills over there of any offers made from this side which are even remotely within the bounds of reason. That this state of affairs must end and the price situation must be stabilized, is the unanimous feeling of the clothing makers of Montreal.

According to T. Goltman, of the firm of B. Gardner & Co., the prices on woollen goods sold by the yard, with the exception of fine worsteds, are now being offered by the makers at about half of the quotations made this time last year. But even yet they are still just slightly below the 1919 levels, and still at least double of what would have been considered a fair price in 1914. Prices of linen canvases and linings in Great Britain have also been cut in half within the last month, but will, of course, have little effect upon next Fall's clothing as regards price when compared with wh is being offered in the stores now, at le than cost of production. The recent announced cut of the American Woolle Company will have no effect upon Can dian prices, as little or no buying h been done on the other side of the bo der since prices became so exorbita there.

Wanted—A New Model

When it comes to the question of wh business is going to be done in F clothing, the answer given differs wi every house interviewed, but a soluti is tentatively suggested by one design who pointed out to Men's Wear Revi the remarkably insistent demand whi is coming from retailers all over t United States for a particular type coat for the coming season. Every o remembers the remarkable succe achieved by the erstwhile popul "waist seam" model brought out 1919, which acted as one of the m successful trade stimulants ever inject into the clothing business. What t world wants now is a suitable substitu for the waist seam model, which w express character and individuality wi out any going to extremes.

New York is trying out a very hi waisted coat, fitting closely on the hi with little or no flare, narrow lape hook vent and one button fastenin This model, it is claimed, is likely prove a tempting inducement to the m element of Gotham, in search of Spri raiment, and it is not unlikely that success will be duplicated in Canada du ing the Fall months. The conservati lowered waist line is not taking w the young men of Canada, the designe admit, and the undercurrent of prefe ence for some original feature in clot ing, which is becoming more and mo marked, will gradually affect the tre of styles for Fall.

Not a little significance is attached the growing interest in sports models young men of Canada, and this prefe ence is expected to have a decidedly i portant bearing on the designs in bett class clothing for Fall. Retailers so f have been chary of ordering more th a very small quantity of this type, b the tendency on the part of the co sumer is to be first comfortable, seco smartly dressed and thirdly inconspi uous. Sports clothing offers the ma mum amount of all three requireme at a reasonable price, and is therefo certain to become as popular in Cana as it has already become in Engla and in the United States.

The Double-Breasted

Many designers are sponsoring t

Pre-Easter showing of Spring clothing and accessories, featured in the St. Catherine St. West end store of the R. J. Tooke Company.

The clothing shown is mostly in grey tones and hanging flowers in orchid purple, together with velvet hangings of a deeper shade, lend the appropriate Easter touch.

ouble-breasted coat for Fall, and the wo-button model will probably be espe- ally strong. These will not be too rm fitting, and will feature a plain tch collar and low vent. Bigger veeps and longer cut will again pre- minate, since the necessity of extreme nservation in material is no longer a nsideration in designing. The one- am sleeve will also be tried out, due to is reason, and higher rolled effects will found without exception on every coat Fall vintage.

Another model which is promised a ccessful vogue next Fall is the three- tton sack of one of the soft woollens the Lovat mixtures, which are enjoy- g such an unprecedented popularity al- ady. This will be copied for young en in a two-button model in the finer veeds and good worsteds in small fancy eaves, striped or checked.

Overcoat Models

When it comes to overcoats, it looks though the ulsterette would again ld the field against all comers, half- ed and with a full sweep, belted and llared in the popular wide convertible yle. Frieze and meltons will probably most in demand. The raglan or ki- ona style sleeve will be a marked fea- re of the overcoats next Fall, and the es of the coat will conform to this w deep armhole, allowing the wearer e utmost liberty of movement. The esterfield will yield precedence to the sterette in point of favor in Fall, 1921, t will always continue to command its ual band of conservative followers.

"A man really needs three coats in nada, for wearing each season," re- arked one designer. "He should have light raincoat, a heavier ulster and a essier model for formal wear. Just at esent the average man is making one at most two coats do, and it is not likely that the call for one or other of ese three types will be unexpectedly g this Fall."

Checked back ulsterings are the big ature where materials are concerned and it is a safe guess that nine out of ten coats sold for next Winter's trade will be made of some variety of these fabrics.

Many Colors

The choice of colors and fabrics where suits themselves are concerned is practically unrestricted. It is said that browns and grays are likely to get more preference than they have had for a long time, and that navy blue will take a well-earned rest. However, navy serge is just now obtainable in such quantities that as usual "price may speak louder than styles."

Few makers will feature fur collars on next Winter's overcoats, it appears, unless it be to use some particularly fine peltry in beaver, coon or otter upon the high-priced lines. Seal collars have been found so generally unsatisfactory that the best makers have altogether discontinued their use. The 3 or 3½-inch storm collar is now preferred on all types of smart coats. The length of overcoats for Fall and Winter, 1921, is generally based upon a 43-inch to a 37-inch breast in young men's models, and a 46 to a 48 in those for older men.

Conditions in general, although uncertain in many ways, are not altogether unsatisfactory. Mills and factories are slowly getting back to old standards and employees will soon be making good wages. The one thing needful, according to those who are closest in touch with the situation, is for close co-operation between retailers and manufacturers during the next few months, or in the words of one manufacturer: "The slogan of the hour now must be: Buy sanely, but buy! Buy in order that mills and factories may resume operations; buy, in order that prosperity again may be passed around."

Labor's View is Presented

Toronto Organizer of Garment Workers Addresses the Convention

A plea for mutual co-operation in helping to maintain standards of decent living amongst the garment workers was made at the convention by J. Rosenbloom, local organizer of the garment workers. The question of ready-made clothing, he said, was one of interest to the retailers, to the buying public, to the government and to other elements. The speaker said he did not appear before the convention to defend any particular body of manufacturers or labor unions, but he did claim the right to appeal for mutual co-operation between the garment workers and those who were interested in the product of their labors. In times of reconstruction such as the present inflation was being squeezed out of business, and while the process was a painful one, we all know that we would arrive at standards whereby all would be treated properly. Pre-war conditions, he said, would never be reached again; no nation could go back to those days.

Dealing with the outlook of labor, Mr. Rosenbloom said that labor was demanding a voice in the management of industry as well as giving its physical contribution to it. They felt that they had a right to a voice in governing the conditions under which they were obliged to live and work. Labor today was more sane than it had been and much better established. By the recognition of the right of collective bargaining, the clothing workers in the city of Toronto had avoided strikes and had eliminated waste that had been charged up to the public because the manufacturer or the retailer would not stand the loss and labor could not because labor had nothing to lose. Montreal, he said, was producing clothing cheaper than here or in Hamilton because of the conditions under which they were obliged to work there. The speaker appealed to the convention to help them wipe out these conditions.

Mr. Rosenbloom held that the garment workers were better able to cope with conditions in Toronto than elsewhere. In 1919 when some hot-headed labor leaders sought to call out a strike and to establish a form of government that would not be satisfactory to the people, the garment workers definitely objected, believing that such an action was impossible and unnecessary. "We believed," he said, "that by education a better understanding of the basis of industry and its management could be arrived at and we have successfully combated every situation that has arisen during the last eighteen months. We are now ready to invest our powers and our finances—for we have some finances now—in order to obtain the proper recognition and regulation of industry. If merchants want sane government in the clothing industry they should get other associations to co-operate and to work harmoniously and to help us emerge from the present chaos in such a way that all may benefit."

Tax Placed at Source of Manufacture Would Add to Retailer's Overhead Expens

T. W. Learie Favors the Turnover Tax to be Paid by the Retailer—If Tax Were 5% Would Mean $5,000 a Year on $100,000 Purchase — Carrying Stock Means Losing on Proportion of Tax Involved.

THE subject of "Taxation" was very fully dealt with at the recent Ontario convention by T. W. Learie, of the W. R. Johnston Co., Ltd., of Toronto, and in a masterly way. That portion of his address which was of greatest interest to the retailer was the part he devoted to a discussion of the probable tax that will supplant the luxury tax. Mr. Learie had a good deal to say in favor of the sales or turnover tax, which is paid by the retailer to the Government. This form of taxation has not been favored by retailers in their recent convention; they have favored some form of taxation that will be applied at the source of manufacture.

In the opening paragraphs of his address, Mr. Learie dealt with the several forms of taxation under federal, provincial and municipal heads and urged that retailers in convention ask the authorities in federal, provincial and municipal fields to get together to prevent a duplication of taxes, such as income taxes. With regard to a proposed land tax for the future, Mr. Learie believed that no government of the present day would attempt such a tax; moreover, he doubted the wisdom of placing a tax that would in any way restrict agricultural productivity in a country that was primarily agricultural.

Coming to the question of future taxation that would affect the retailer, Mr. Learie said:

Now there is the question of how we shall get the revenue. Our customs duties are falling. The revenues from other sources are likewise falling. Our national income has gone down, is still going down but our debts have still to be paid. How then shall we do it? Radical needs require radical measures and the sooner that we as citizens of this country realize that upon us devolves the burden of paying the present debt of the country, the sooner we will make up our minds to get it paid and find ways and means to pay it. It is all very well for some to say: "Let posterity bear its share," but the parties, on the other hand, to whom we are indebted, want their money now or when it is due and they have no intention of waiting for posterity. What posterity will have to pay will be enough. Our problem is to meet the present situation. It has been suggested that a turnover sales tax similar to the present sales tax should be placed upon all who are interested in the sales and selling. This has met with many objections. The form of the sales tax that has been suggested has not been very generally understood nor very clearly understood, but it is reasonable to say that the interest is to have it a tax of a reasonable amount per cent. to apply against the monthly turnover of every manufacturer, wholesaler and retailer doing business throughout the length and breadth of Canada. There are several objections, many, to such a tax, and in order that you may know what they are, I am going to take the liberty of reciting some of them to you, but when they are all considered, and when it is realized that none of us like taxes and we are always willing to have any kind of taxation so long as the other fellow pays it, I think we will approach the subject with fairer minds and more in the national interests.

1. That it will be difficult to collect.
2. That it will be difficult to draft an act fair to all interested in sales, to wit: the pedlar vs. the legitimate storekeeper.
3. That it would be difficult to prevent wholesale evasion.
4. That such a tax would be based on necessity for consumption not on the sound principle of the basis of ability to pay.
5. The opposition of labor, of people with small incomes and of small dealers.
6. That it would not be expedient to put such a tax on the necessaries of life.

Now there is the first objection. I believe that this statement has no foundation. As Sir John Aird said in his address to the Bank of Commerce: "A small tax on the sales of commodities and real property in Canada would be so little, so fair and so easily collected and would produce such a large sum that to fail to levy it seems excusable only if it can be shown to be impracticable." Wherein lies the difficulty. There is not a merchant worthy of the name of merchant who cannot each month tell you exactly what his sales are. All that is necessary then would be for him to attach a cheque for the base per cent. of his return and pay it into the Government through the medium of the Post Office. Every postmaster in every community, and I refer now to the smaller points, know the merchants who are in business and his list revised from time to time could be checked without difficulty to show who had made their returns and who had not. Penalties so large as to be confiscatory to the merchant who did not make his return should be imposed to protect the man who acts and deals fairly with his Government.

(2) It is impossible to draft any act that suits everybody. The criminal code directly discriminates against the criminal. The Bulk Sales Act aims to defeat the objective of the dishonest seller. True there would be objections to any sales tax but that is to be expected.

(3) The question of wholesale evasion—I do not mean evasion by wholesalers — would be speedily eliminated by confiscatory penalties.

(4) That this would be a tax affecting the necessities and not upon the principle of ability to pay is a nice way of attempting to knock a good thing. There is no more justification that the man who has nothing should pay nothing than there is for the contention that the man who has much should pay all, in any scheme of equity. The sales tax on the basis proposed would strike each individual equally, with the difference that the larger the buyer the more he would contribute to the Government revenue and that is the soundest principle.

(5) I do not believe that labor would oppose a sales tax. Personally I believe that labor realizes that taxes have got to be paid and that labor is prepared to take its share without question. I believe that some classes of traders would object to a sales tax but the same classes of traders would object to anything and in so far as objections from people of small incomes are concerned, they would pay less than the people with larger incomes, basing the tax upon necessity for consumption.

(6) The contention that it would not be expedient to put a tax upon the necessities of life is not a sound contention. It would be desirable if the necessities of life could be left tax free but the point is we have been in a war and we have contracted certain obligations and those obligations have got to be met and we have to meet them by the introduction of the machinery that will provide the necessary funds for the purpose.

Is there a general objection to the sales tax? Probably on the part of certain parties at the present time there is no objection to the sales tax providing, as they term it, that the sales tax is collected from the manufacturer. To be perfectly frank about it, the argument is being advanced by certain representatives of retailers that the tax should not apply to retailers. Now in all fairness, in all legitimacy, in all equity, why should the tax not rest equally upon the retailer as it should rest upon the other factor in the sales life of the Dominion. Those who say that it should not, argue that the tax should rest at the source. Now when they speak of raising the tax at one source, they say: "Let the manufacturer pay the tax and pass it on." To begin with that is an extremely difficult

continued on page 89

Courtesy to the Traveller

Arising out of one of the papers delivered at the Ontario convention was the question of the attitude of the proprietor to the traveller who came into his store. Mr. Stewart, of the Cluett-Peabody Co., Ltd., had stated that he had gone into a store and the proprietor had gone out of the store and left him standing there.

Dan Johnson, of Ottawa, not only condemned this practice as a gross breach of courtesy but added that the influence was bad. "What effect do you think such treatment on the part of a proprietor to a traveller will have on the proprietor's own sales' staff?" asked Mr. Johnson. From the convention hall came a chorus of approval, not only for Mr. Johnson's defence of the traveller and his rights, but in recognition of the point suggested by Mr. Johnson that a proprietor could not expect more from his staff to their clientele than he gave to the traveller.

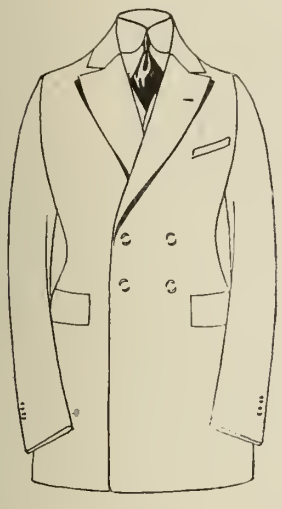
Above are some of the latest novelties shown by the Canadian Panama Hat Co., Ltd., of Toronto.

The hat to the left is a fine split straw, 3½-inch crown, 2¼-inch brim and a 25-line band. It has the large bow.

The centre hat is a flatfoot braid, with notched or saw-edge, 3¼-inch crown, 2⅛-inch brim, and a 30-line band of fine silk.

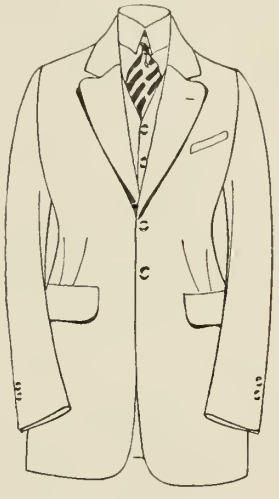
The hat to the right is a panama sailor, with wire brim, 3½-inch crown, 2¼-inch brim, and 30-line band.

These hats are all made in the different dimensions. The smart staple is 3½ by 2¼ inches, or 3¼ by 2⅛ inches. The novelty hats will carry the wider band.

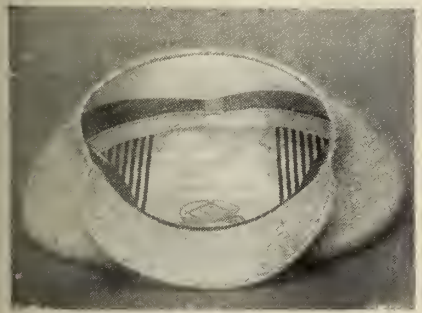


Bray

These two coats, the "Bray" and "Branson," were designed by Joseph Mandell for Walter Blue & Co., Ltd., of Sherbrooke, Que., and will be shown to the trade in April.



Branson



A new cap being produced by Greenberg & Centner, of Toronto. It is very light weight, and the peak is of such material that it can be rolled up and put in the pocket without damaging it in any way. It is good, on this account, as an opera cap. The strip of canvas sewn in at the back of the cap lends enough weight to it that the wearer does not have to reach to the back of his head to pull the back of the cap over the head. It is lined or unlined, and ranges in price from $18.00 up.

A new style has been introduced in the Arrow Brand to meet the demand among young men especially for a low collar with a front spacing that will admit of the tightly-tied small knot cravat. The "Spur" is but 1⅜ inches high in the back, and the points measure 2⅛ inches. It will be seen, therefore, that it is a small collar. The lines are very graceful and the style is one that will appeal not only to the young men but to those of middle age. The new collar will be introduced to the public the Monday before Easter.

Some time ago the "Daily Mail," of London, England, one of the Northcliffe papers, offered a prize of £100 for a new design of an all-year-round hat. The reproduction above is the hat which, out of 40,000 designs proffered, received the prize. It will be seen that the shape is high and tapering, and judges of the hat say that it suits many faces. It is being tried out with success in London, where it is said to be a revival of the old Dickens hat.

The model above is a black Christy, and it is made up in pearl grey as well. It is being shown by Ansley-Dineen Hat and Fur Co., Ltd., of Toronto.

"An Oasis in the Desert of Sameness"

How Dorland Collier of Kingston Manages "The Toggery Shop"—Novel Advertising Ideas —Casting Bread Upon the Waters and Watching It Return in the Case of Returned Men.

A GREAT measure of the success of any men's wear store is dependent upon the appeal which it makes to its own particular class of trade. In the words of the old proverb "you must throw out a sprat to catch a mackerel," and in the experience of a good many retailers, it takes a lot of experience and forethought to know just what sort of bait to use when angling after increased trade.

In the historic old city of Kingston, Ontario, competition in the haberdashery and clothing trade has become so keen that most of the many retailers located there have become specialists in one particular line, which they are noted for, and which in many cases they control entirely. A representative of Men's Wear Review recently visited Kingston and was informed that there are in the vicinity of 50 retail establishments dealing in masculine attire to a population of some 22,000, made up of industrial workers, business men, college and university students, together with a large rural class and an increasing Summer population of American and other tourists who come to visit the Thousand Islands and delve in the history of this Loyalist city.

The casual visitor to Kingston cannot fail to notice a swinging red shield which bears the words, "The Toggery Shop," and hangs just over a well-equipped men's wear store, half way up Princess Street. His attention thus arrested is still further roused by the statement printed in black letters over the doorway, "An Oasis in the Desert of Sameness."

Originality

Originality is the key-note of the business carried on by Dorland S. Collier, the proprietor of the Toggery Shop, who early decided to capture a large share of the student trade in Kingston and whose smartly equipped and well stocked establishment is doing a successful business.

"The public is tired of sales now," declared Mr. Collier in discussing the present situation with Men's Wear Review, "and I believe that there are better ways of pushing business which might well be considered by retailers. I am positive that trade conditions will be normal as soon as the sale element is ended, and I also firmly believe that now is the time to buy, for prices cannot drop much further. One must have the right confidence in oneself and buy whenever the need arises. The man who is afraid now will be worse off than the man who was over-confident in buying on the rising market."

Mr. Collier was formerly connected with the Swift Packing Company of Chicago and decided to make a change to Canada, which he did about ten years ago, locating in Kingston with a large manufacturing company. Seven years ago he decided to go into the men's wear business and took over his present store, modernized it, and laid in a stock of merchandise of a sort calculated to appeal to a discriminating class of college students.

Photo showing display windows of the Collier Toggery Shop, Kingston, Ontario. Excepting for the necessary wooden framework, the entire front of the Toggery Shop is of glass, permitting unusually good lighting at all times of the day. A semi-circular leaded glass window surmounted by a bas-relief decorative finish gives a distinctly modern and well-balanced appearance to the store front. Mosaic tiling is used for the entrance.

Advertising Ideas

"We sell goods that don't come back to customers who do," is another of Mr. Collier's slogans, a statement by no means exaggerated. It is the originality of his advertising methods which pulls the trade, according to the proprietor, who explained his theories as follows: "When I came here first, I bribed the local newspapers to sell me the weather probability space for my advertisement, knowing that that was the one item most men look for first when they open the paper. After checking up my results from this type of publicity I came to the conclusion that they were not sufficient, and so I left off and tried out a little scheme which I invented myself. I figured to myself that human nature is always tickled by getting something for nothing, and to this end I made it a rule to include something of a certain value with every purchase made by my customers. If a man bought a dollar shirt, I included two of the best quality collar and stud buttons, and if he bought a $2 or $3 article I included a collar in his particular size and said nothing whatever about it. He always came back and mentioned the fact that he had been surprised and pleased with the extra value received, and very often he brought a friend with him whom he had told about my little advertising stunt. I certainly got results from that method of advertising until the price of collars went so high that I thought it time to go back to the newspaper again. But I am going back to the old plan now that prices have dropped, for in my opinion it is money well invested, and costs far less than the usual copy for papers. I intend to study my customers, and when I see a man wearing an ill-fitting collar I will select one which will make him look quite a different man, and just hint tactfully that he try it on and see for himself."

Casting Bread Upon the Waters

Mr. Collier made it a policy after the armistice to give every returned man who came to him for a suit a square deal in every particular. He states that he never made more than $5 profit on any suit sold of the better kinds, and often less. He felt that it would be a wise plan to co-operate with the men at the outset of their civilian career and has found his foresight to have borne fruit. "Every man of this city to whom I sold clothing has come back to me since and has told me how satisfied he was, and I honestly believe that by losing a part of one's profit one gains in the end when building up a trade."

Mr. Collier has gone on the principle of discontinuing any line which went up too high in price for the majority of his customers. Therefore, when prices were at the peak, he was still able to go on doing a good business in conservative, good quality merchandise, carefully selected for its value at a moderate price, yielding a fair profit.

Spring Mark-Up

It is Mr. Collier's opinion that retailers should not mark too high at the beginning of the season and should recognize the fact that the margin of profit

must be lower than ever before. He himself carries one line of clothing as well as a full range of furnishings of a type adapted to the needs of collegemen, who are more fastidious in sartorial matters than the average youth of Kingston. Easter buying is not what it was, according to Mr. Collier, yet he anticipates a better demand for gloves, neckwear, etc., this year on account of the decline in prices. Spring social activities in university circles are especially numerous and call for the smartest furnishings procurable, because the students attending the Military College and Queen's University are nearly all men from well-to-do families who are accustomed to wearing good clothes designed by the best known tailors in Canadian cities. Student trade also calls for a large variety of outfits, such as sporting togs and accessories, evening clothes as well as ordinary everyday apparel. Mr. Collier is making a point of having just sufficient stock to meet the requirements of such a trade, and to feature nothing but conservative clothing, devoid of the so-called "snappy" lines, which are usually associated with American students.

Letting in the Light

Mention should be made of the neat and modern interior of the Toggery Shop, the chief feature of which is the all-glass front that permits the daylight to flood the store from end to end. As no side windows are available, Mr. Collier decided to remove any obstructing woodwork and put glass panes instead behind his display windows and into the front door. The effect of lightness is further enhanced by the use of mirrors everywhere, even behind the shelves. Four large glass show fixtures flank the front portion of the store and are tastefully dressed with scarves, socks, shirts, etc. To the rear is the clothing and hat section, which is very neatly arranged, presenting an unobtrusive aspect in the general layout of the floor space, although everything needed by the average customer is there.

The store is entirely managed by Mr. Collier and when business is exceptionally brisk he calls in the assistance of his wife, who understands perfectly the art of window display and is usually responsible for the clever groups of well arranged furnishings which appear from time to time in the two front windows.

OVER-ORGANIZATION

(Continued from page 59)

love advertising so well that I would not part with any of it."

It is argued that newsprint is high, everything that goes into the making up of a newspaper is high, and consequently it cannot come down. That is the argument of over organization. Some of us, and perhaps all of us, in this room have heard the argument before.

A year ago to-day the armchair philosopher, sitting down comfortably, puffing at his cigar avariciously, came to conclusions satisfactory to himself, by the same method of argument—that clothing should not, and would not, come down in price—that everything that was going into it was on the rise, and was rising to stay risen, but one morning somebody got up and thought that he would sell out.

A strange thing happened—some other fellow came to the same conclusions on the same morning, and no one seems to know what has become of the erstwhile philosopher, and his arguments—nor can anyone find a relic of the arch organizer.

In conclusion, I would say that if your competitor (more especially the so-called transient trader) starts to organize by giving $5.00 pants free with every $20.00 suit, you cannot cure the disease by giving a $20.00 suit free with every $5.00 pant.

The remedy for all these ailments, maladies arising from over organization and overdoing things, is to my mind, resistance—an ability and determination to resist everything that is wrong and subversive to the fundamental laws of nature, one of which is the law of supply and demand.

WELCOME TO THE "EAGLES"

Continued from Page 72

windows will be dressed for the occasion and their advertisements will supplement the window display work. More than this, they will have a contest in both window display work and advertising and experts will be engaged to judge these contests.

Boy Scout Displays

Window display men in Syracuse have followed the practice of giving a section of their windows to the Boy Scouts of that city for a special display that will be of interest to them and all those interested in Boy Scout life. Besse-Sprague had a very novel display in one of their windows. A miniature of the ship "Onondaga" that is to be used by Boy Scouts of that city for a cruise they are to take during the Summer was shown. A small section of a state map, showing the course of the cruise was also exhibited. Boy Scout flags and many different articles used by the Scouts in the varied degrees of scoutcraft were also shown. It might be pointed out that these displays are arranged by the Scouts themselves and not by the display managers of the stores.

Peck, Vinney & Co. also had an attractive Boy Scout display. Hanging on the wall was a frame with all the different Boy Scout knots of the tenderfoot degree. Scout flags were festooned in profusion. Then a Winter scene was portrayed on the floor of the window. Evergreen trees were shown, the ground being covered with a heavy fall of snow. Batting was used for snow and tinted flakes that gave the necessary sparkle were in evidence. A small bridge over a deep ravine (the bridge of Boy Scout construction) was shown and a Boy Scout just about to cross the bridge with gathered chips and small twigs in his hands in the act of adding fuel to a lighted fire, the necessary lustre of which was given by electrical effects. In the background was seen the little house of the Boy Scout which had been constructed out of evergreen boughs.

Other stores in the city not devoted to men's wear also gave space to similar Boy Scout displays.

Tip Top Tailors have opened a branch at 285 Portage Avenue, Winnipeg.

ANNUAL CONVENTION

Continued from Page 43

and Saskatchewan assuring me that their provincial association will be organized by June and I have every reason to predict that, by this time next year, a Dominion association will have been formed. We will still have our problems before us during the coming year and although the Board of Commerce and the luxury tax are no more that is no reason why we should throw down the gauntlet and give up the fight. As president of the section during the coming year, I implore you to give the in-coming executive your very hearty co-operation."

"The Press" was proposed by W. C. Miller, provincial secretary of the Retail Merchants' Association and responded to by W. Findlay, of the Toronto Globe. George Grey, of Chatham, proposed "Our Guests" and Rod Weir, of Montreal, responded. "The Ladies" was proposed by J. C. Begg, of Hamilton, and responded to by Dan Johnson, of Ottawa.

The entertainment of the evening was given by Jules Brazil, of Toronto, and his selected company of high-class artists.

IMPORTANT MATTERS

(Continued from page 74)

ciation have deemed it advisable that a welfare fund should be collected, for the purpose of having on hand, at all times, sufficient money to be able to look after and defend the members against unfair and unjust legislation and to enable the Dominion Executive Council to be in a position to protect our interests at all times, and that a recommendation was made at the last convention of the Dominion Board, that a welfare fund be raised for the above purpose. This convention, therefore, places itself upon record as being unanimously in favor of this proposal.

Moved by Ed. Mack, Toronto; seconded by Dan. Johnson, Ottawa.

Whereas the attention of the Ontario Retail Clothiers Section of the Retail Merchants' Association, has been drawn to an article which recently appeared in the Financial Post, which conveyed the impression in the review of the trade conditions, that the retail trade generally had not absorbed sufficient financial loss in the re-adjustment of the retail price of commodities. Be it therefore resolved that this statement be considered in this convention, and suitable representations drafted to refute the said allegation.

Moved by R. F. Fitzpatrick; seconded by Gordon Dunfield, Toronto.

EASTER

Many say that Easter is no longer a milepost by which men gauge their need for a new suit; however, Easter Sunday is closely linked in the public mind with the idea of the season of the year when both nature and mankind garb themselves in new raiment, an dit is a most opportune time to feature new clothing and accessories as essentials for the occasion. Let the thought of the new season and the holiday predominate in a number of these ads., supplemented by the statement that prices are down to bed rock. Both newspaper advertising and direct-by-mail lend themselves readily to the purpose.

Direct Mail Advertising Should Be Attention-Compelling, Interest-Maintaining

Advantages of Direct Mail Advertising—Expenditure Can Be Controlled—Appeal Not Disclosed to Competitor—Appeal Can Be Made Personal—Postage Cheap in Third-class Matter.

By ERIC G. GIBBERD, Advertising Manager R. H. & J. Dowler, Ltd.

IN a preceding article, reviewing the various advertising mediums available to the retail merchant, we likened direct mail advertising to shooting at a target with a rifle. It has, with good mailing lists, a directness and personal appeal unequalled by any other medium. It cannot, like newspaper advertising, gain the reader's eye as it peruses current news items; it must contain its own attention-compelling, interest-maintaining features; but, on the other hand, it does not have to compete with a multitude of appeals for the reader's attention. If it is attractive enough for the prospect to open, it has then a unique opportunity to place your message before him.

Several outstanding reasons are bringing direct mail advertising to the fore. (1) Expenditure can be limited or increased by controlling the size of the mailing list. (2) It offers an opportunity of addressing your prospective customer without disclosing your appeal immediately to your competitor. (3) You are able to address small definite groups in a personal manner as in no other way. (4) And by no means the least, at the present time, is the fact that the postage on all third-class matter is the same as in pre-war days. Few indeed are the opportunities to promote trade on price schedules of six years ago.

The personal appeal, valuable as it is, makes the problem of producing direct mail advertising one of considerable difficulty. The prospects must not be considered wholly as "the public" but must be classified, mentally at least, for instance, as business and professional men, mechanics and shopmen, farmers, young men, clerks, students, etc.; to some it is a price appeal, to others one of timely merchandise, of style leadership and so on. The necessity of getting the right appeal can not be too strongly emphasized—upon it depends the success of the campaign.

The opportunity for originality in direct mail advertising is practically unlimited, a bright idea or snappy slogan may decide the point as to whether your folder or bill goes to the man's mind or direct to the fire or waste-paper basket as the case may be.

The typewritten letter, addressing itself to business and professional men, depends upon its dignity, directness and brevity for its good reception. In preparing such a letter the man to whom you are writing must be kept in mind, endeavor to visualize his attitude towards you and your merchandise. Concentration upon one worth-while message is to be greatly preferred to mentioning several lines. To give the message an attractive setting the ordinary letterhead can often be embellished by an illustration to good advantage—many of the large lithographing firms are producing very attractive letter blanks, some being most artistically produced in several colors.

Large "broadsides" or "flyers," as they are termed in the vernacular of the advertising office, are most suitable in carrying a sales message to certain groups. Their size makes it possible to include many items, making them specially interesting to those who appreciate a price appeal. Country districts where reading matter is not overabundant, are a productive field for direct advertising of this nature.

Many and varied are the styles and sizes of folders, brochures, cards and other devices between the 8 x 11 inch letter and the full page broadside. For Christmas advertising the holiday spirit is well expressed by printing in two colors—the appeal is usually that of gifts—service and quality.

Red and green are one of the best color combinations for this and can be used to advantage on a three-fold circular about 20 x 8 inches before it is folded. Spring naturally calls for lighter color treatment. The power of suggestion there is in color is only beginning to be realized; its study is full of interest to the student of successful advertising.

Remarks on direct mail advertising would be indeed far from complete without reference to mailing lists. That they be up to date and "live" is of paramount importance. Bad advertising sent to a live list is no doubt partly wasted but good advertising sent to a bad list is yet more futile.

Probably the best list that can be secured is your own good customers—record of each sale made gives an easy method of compiling this list. Lodge and club lists, city and county directories all furnish sources of supply. It is well to keep various classifications separate—card indexes offer most convenient means of doing this, different color cards being used for the various groups.

Perhaps there is no phase of advertising that will bring quicker immediate results than direct mail advertising; it offers to many a small merchant an opportunity for profitable publicity that the larger expenditures required for other mediums make impossible.

Direct Mail Advertising

In addressing the convention on the use of direct-mail advertising, J. F. Feightner, of Toronto, suggested that it might be good business for the retailer to send out a follow-up letter after a man had purchased a suit of clothes or an overcoat, asking him if the garment was satisfactory and, if not, would he come back to the store and have the trouble adjusted. So far as the mail-order houses were concerned, he said, it had been pretty well established that they could not compete dollar for dollar with local retailers but they got their business because of the particular effort they made in the way of direct advertising, a thing which the local merchant did not often do. Many manufacturers, he said, found it good business to keep in touch with their retailers by direct mail advertising.. If it was satisfactory and effective to the manufacturer it ought to be so to the retailer in his business. Mr. Feightner said that statistics showed that 38 per cent. of all the advertising done in America last year was direct-mail advertising.

PLAIN-COLORED, SELF-FIGURED SHIRTINGS

(Continued from page 56)

are offered, varying from a regulation style to the most extreme inverted wide V, necessitated for the highly placed and tightly tied cravat, which will accompany this latest arrival in the world of neckwear. A further feature of these new models is the wide stitching which gives a noticeably smart finish.

Tickling The Public's Fancy by Pant Sale; How A Sale of 30,000 Pants Was Conducted

Besse-Sprague of Syracuse Tell the Economical to Save Their Suits by Buying Odd Trousers —Selling 5,000 Pairs in Two Days—the Mode of Advertising

DURING the month of December last year many novel sales were held all over this continent. It was a time when business had to be promoted by one scheme and another in view of the fact that the buying public seemed disposed to tighten the purse strings, or to practise economy more rigidly than is their usual wont. Men who have been in business for from one-quarter to a third of a century state that conditions for the month of December were entirely unique, that sales were never held during this month in their previous history. It seemed to be a time when a catchy phrase that appealed to the psychological state of mind in which the public had worked themselves would be a good thing. If something could be done to further the tide of the economical wave, that "something" was the thing to do. The man who started to do it soon enough was fortunate, perhaps, in getting out from under a greater loss by waiting until it was evident to the dullest that the decline had started in for good. A representative of Men's Wear Review in visiting Buffalo, Rochester and Syracuse recently found out that some of the exclusive men's wear stores started in with their sales as early as last May and that by so doing they cleared themselves pretty well of some of the heavier losses that were taken later on in the year.

Besse-Sprague, Syracuse

Besse-Sprague, of Syracuse, began their first sale last July and were the first in that city to announce a reduction on their merchandise. Their first announcement was an all-round reduction of 20 per cent. and it met with signal success, according to their merchandise manager, Mr. Thompson.

The most successful sale they ran, however, was a pant sale which was staged in December. Mr. Thompson stated to Men's Wear Review that they staged it at the very time when the public seemed the least disposed to buy or when they were exercising that economy that hit the men's wear stores the hardest. They picked upon one of those happy and catchy phrases which appealed to the people of Syracuse. Clothing was moveng slowly and people were evidently sitting up o' nights figuring how they could make the half-worn suit last a little longer until prices were down nearer rock-bottom. Besse-Sprague determined to help them and a local manufacturer of pants was only too anxious to provide the necessary pants because he, too, was loaded with them in such quantities that he was alarmed.

"Save Your Old Suit"

"Save your old suit by buying one of these 30,000 pairs of pants," was the happy phrase which this firm selected as a slogan for their pant sale. Men were wondering how they could make their suits last another few months; Besse-Sprague had hit upon the method and were ready to cash in on the idea. To give the sale a good start, they closed their store the day before just as an advertisement and as a suggestion to the public that something real was about to happen. Though this firm does not ordinarily use the newspapers for their advertising, they did in this case, and, altogether, used some fifteen pages in local papers to advertise their big sale of pants.

Sold 5,000 Pair in Two Days

The sale opened on a Friday morning, and on that day and the following Saturday, Besse-Sprague sold 5,000 pairs of pants to the men of Syracuse and vicinity. They had their windows simply running over with pants to convey the idea that here was a pant sale worthy the name. They were piled in the manner in which they are piled in the manufacturers' warehouses rather than the way one will see them in the ordinary retail store, because there were too many pairs of pants to use up all the window space with small piles of pants. For two days it was nothing but pants in this store and before the sale had drawn to a close, Besse-Sprague had disposed of some 10,000 pairs of pants.

Helped Business Since

The result of this sale was more than might appear at first glance. It began a new future for the pant department in this store. Since then, more attention has been paid to the merchandising of pants and more men have come to this store to purchase their requirements in this respect. It was an indication to the firm that there were some good profits to be had in the pant department if the business was gone after in the right way. Another pant sale has been held since this December sale in which over 3,000 pairs have been sold. This sale was announced in a slightly different way. Instead of using the newspapers in this case, circular advertising was resorted to. Some 30,000 circulars were sent out, which cost the firm not more than two full pages of newspaper advertising had cost them in the first sale which they had run some months before. On the first Saturday of the second sale, between 400 and 500 pairs of pants were sold during the day.

Feature of the Advertising

One of the features of the advertising that was done is worth mentioning. It was made perfectly clear that this was not an over-stock sale but was conducted because a manufacturer was willing to take a loss on some thousands of pairs of pants that he did not know what to do with. In other words, the burden of the sale was placed on the shoulders of the manufacturer. A sale of this proportion conducted by any firm would be rather an admission of a poor buying policy on the part of the firm. Besse-Sprague steered clear from this impression by frankly stating in their advertising that this pant manufacturer wanted to get rid of an over-loaded stock of pants. They were willing to lend their offices and, incidentally, to take their fair commission on the sale. Everyone was satisfied. Besse-Sprague say that it was one of the best sales they ever ran in Syracuse.

Worked Well In Pant Dept.

In explaining the "call" system in their clothing department, Mr. Cushing, the floor manager of Wells & Coverly, Inc., of Syracuse, stated that it had worked out exceedingly well in their pant department. For some time they did not include the odd pants department in the "call" system, and they found that members of the sales staff, in trying to sell a pair to match a coat and vest or just an odd pair, did not devote any too much time to it. The sale or the loss of a sale in the odd pants department meant nothing to them. Then, they decided that this department should be included with the clothing department in the "call" system. The result has been most satisfactory. It has greatly increased the sale of their odd pants, and it has frequently opened the way to the sale of an entire suit of clothes. They found out that the buyer of a pair of odd pants was a prospect for a suit of clothes, and in this way the members of the sales force were more careful to cultivate the acquaintance of the buyers of odd pants.

Cluett-Peabody Co., Ltd., have moved their Toronto office to 110 Wellington Street West, at the corner of Wellington and York Streets.

Prime Essentials of Modern Display

Judgment, Good Taste and Knowledge of Color Harmony Are Reflected in Successfully Trimmed Store Window—Attractiveness Must Characterize Exhibits.

By ROBERT GRIER COOKE

I MUST admit frankly in the beginning that I am not a window display expert, but simply one who tries to help in getting other people to make the most of their wares, by giving the public an opportunity through window displays to see and to appreciate not only the best in the fine arts, but the more modern achievements in the applied arts for which America is gaining recognition the world over. Beautifully designed products will at once secure an increased sale over the inartistic product, for the discriminating individual, as well as he who cares only for utility, will buy.

One of my objects in life is to cooperate in the stimulation of love for art in people's minds and souls, that the public may have a greater appreciation of things artistic and thus encourage the development of the best in the applied as well as the fine arts.

In this connection I was much impressed with a remark made by Edwin Howland Blashfield in one of our Fifth Avenue week conferences when he said: "We have too many so-called works of art and too few works of craftsmanship."

In Days of Old Bagdad

There is no record of just when the show window was first used as an adjunct to advertising. In old Bagdad arose the custom of exhibiting and selling goods in open booths. Even now Bagdad's famous bazaars, despite her evolution in other ways, are conducted as they were a thousand years ago. A writer in the National Geographic Magazine of December, 1914, describing the bazaars of Bagdad, says:

"Here is such a mob as Christ drove from the temple. If Herodotus came back he could see no change since his day. The shopping streets seem like tunnels; they are arched overhead with brick to keep out the heat, thus they run like subways up and down the bazaar quarter. On each side are stalls no larger than telephone booths. Cross-legged in each booth, his wares piled high about him, sits the Arab or Jew trader. Brown women, their faces hid by yashmaks, upset the ordered piles of goods and haggle shrilly."

This picture presents a vivid contrast to the modern business thoroughfares of American cities with their wonderfully attractive show windows, but it is from these primitive methods of merchandising that the profession of the expert decorator or display manager has been developed.

Nor need we go outside of New York to find these ancient methods still in practice in all their picturesque simplicity. Here we find the peddler, who, like the packman in days of old, carries his goods on his back, going from house to house, and who has first to show his goods before he can interest prospective buyers. The dingy store in the crowded foreign settlements of the city is a reminder of the bazaars of Bagdad or the old shops in Cheapside, London, where goods are displayed on a hanger outside the shop for want of a better method.

The history of the development of the show window, which is really the history of merchandising, has yet to be written in its interesting detail, but in any big city the student may study it in all its stages and even find it embodied in the progress of some successful merchant who started as a peddler with his pack on his back.

Creating a Favorable Impression

Such a book would not be complete without a chapter on the old Bowery, which is still full of interesting memories for many New Yorkers, who will find something of its atmosphere on Broadway in the Great White Light district, where the freak museum and other characteristics of the Bowery are beginning to make their appearance.

Advertising and selling goods would appear to be but very distantly related to art, but actual demonstration proves the contrary. The secret is in the artistic character of the goods and their display. To attract you must please; a favorable impression must precede a sale.

Window display to-day is an art that requires judgment, good taste, a knowledge of color harmony and of what constitutes an attractive display. For the member of this profession there is no groove or rut that he may follow to success. His success depends chiefly on his power of observation, his individuality, personality and convincing methods.

A writer in System three years ago, discussing the importance of color as a silent salesman, says:

"In fifteen blocks of the fashionable Fifth Avenue shopping district in New York, as viewed in one afternoon, less than six window displays were found in which the exhibition of merchandise did not suffer because of unwise color combinations and contrasts.

"The color qualities of goods are affected by juxtaposition, by day light, by artificial light and by colored light. Yet these very qualities, and their appeal or lack of appeal to human interest, are but little understood."

The Best Window Display

The best window display is that which most attractively exhibits the merchandise on which a store's reputation is based, for it is this window which will sell the most goods. All people may not be critics, but the natural harmony between the artistic and practical is sure to appeal to the general public.

A window display should be planned with the same common sense and artistic arrangement as would be used in designing a gown or painting a picture or in the decoration of a mantelpiece or the arrangement of a room. It must be above all well balanced. For this reason the window display that exhibits a single idea is the most effective. The spectator gets a single impression that is a lasting one and that is the result that you seek to achieve.

Buying enthusiasm can be created through the medium of good windows, which fully justifies every effort toward making the display most presentable.

It is only in comparatively recent years that window displays have received the attention that their importance in relation to merchandising should command. It is generally conceded that in this respect the West has made greater progress than the East, but in no city in the world is the incentive for artistic window displays as great as in New York.

Here the merchant has a world-wide audience attracted from every point of the compass and this is particularly true of Fifth Avenue. In no other thoroughfare is there so great a variety of shops covering the whole range of merchandise and art and exercising so great an influence on the public taste. Here, indeed, the show windows are the people's picture galleries, and have a distinct educational influence.

A few lines of inscription should accompany and reinforce each display. Numerous problems should be created, the solution of which will demand of each observer the exercise of his best judgment. Attention must be arrested and held. Art must be featured as something which is to unite rather than divide mankind.

Where Does the Publisher Get Off?

His Rights Are Seldom Respected in the Matter of Contracts—Expected to Reduce His Rates and Give Better Service at the Same Time—Time That the Space-Buyer Played Fair With Press

LAST May there was a director's meeting called by one of the leading farm paper publishers. The record of business booked was submitted. It showed a splendid volume of advertising lined up for 1921, in fact, it was one hundred and two per cent. better than ever before.

The president addressed the meeting as follows:

"Boys, now that they are coming our way, we should do the things that are necessary to put this paper so thoroughly 'over the top,' that its supremacy can never be disputed.

"Let us invest this splendid income in making improvements that will give the advertiser the best proposition there is for the money in our field. Let us make it so good that there never can be any question about his coming back."

Accordingly, plans were perfected for a 20 per cent. increase in circulation. When this circulation was assured it was decided a new press would be required and it was ordered. To give the additional room and other proper facilities for good press work the floor space had to be greatly increased, hence the purchase of a building.

It also seemed, not only advisable, but just the right thing, to make a contract for a better grade of paper, and the extra amount necessary for this 20 per cent. increase added about $85,000 to the paper bill.

The next step was to increase the editorial service by the employing of two college professors. These men were engaged under contract to fill a larger paper.

Finally, a Research and Dealer Help Department was installed at a very considerable expense.

These directors planned to do the things that are most wanted by the advertiser, the advertising agent, the representative and even the reader of the paper, and those plans were made as a result of business actually booked.

All this in the month of May. Presto! Change! The tide turned. "From them which they have." Instead of getting the expected and usual amount of fall orders, added to the surplus on hand, in comes a string of cancellations.

Biff! Bang! Smash! Who cares for the publisher? "Truly we gave him a contract, but what of that? Cancel it —we don't think we can use the space to advantage." Not one in a hundred even grant the courtesy of an explanation. It is just a case of cold-blooded indifference to the publishers' rights or the value of an advertising agent's order.

What can the publisher do? He is under contract for his extra circulation. He is under contract for his extra housing facilities—his extra printing equipment and his extra paper. He cannot discharge his editorial force, neither can he discontinue his Research and Service Department. These improvements, made very largely in the interest of a better product for the advertiser, must be carried on.

January first appears on the horizon. Mr. Manufacturer and Mr. Agent take stock of the 1921 prospects and then they jointly decide that Mr. Publisher must reduce his rates to a pre-war basis or get no business. Yes, the decree has gone forth from a very considerable number, and it goes forth without the slightest assurance of what the support would be were a reduction made. Simply a question of "We insist upon lower rates."

There is no recognition of an improved service on the part of the publisher. There is no recognition of the fact that the farm paper publisher was the last of all commercial industries to raise prices, and then never raised them in proportion to the increase in cost of production.

There is no recognition of the fact that the publisher cannot reduce his overhead as can be done in other lines of business. There is no recognition of the fact that the publisher is probably the most decided loser by this epidemic of "cancellitis." Still he must go on—his issue must come out—he is under contract to his readers to supply a specific article, of a standard quality, and there can be no let-up, no matter what the advertising patronage may be.

There is no consideration of the fact that for years and years the press of this country has struggled and struggled through all kinds of hardships, until it put the very foundation under commercial America.

Let the space buyer play fair—be reasonable with the publisher. If you want to suck the blood out of business, starve the press. If you want to put out the fires under the boiler of your own industry, stop your advertising. If you want to cripple the express, the postal, the freight and the railroad service of the United States, stop your advertising. If you want to dull the intellect, cease to educate the buying population of the United States and spread pessimism, then withhold your patronage from the press.

On the other hand, if you want to see the glorious sunshine of business prosperity throughout the length and breadth of this land, jump to the front with the determination to do your part in its promotion. The surest way you can do that is by giving the publisher what is necessary in advertising patronage, and at a profitable rate, thus enabling him to put forth an optimistic, confidence-inspiring and trade-building enthusiasm that will compel business development.—Reprint from Printers' Ink, issue of January 27, 1921.

Says Conditions Among Hat Manufacturers are Tense

W. F. Dineen, of the Ansley-Dineen Hat & Fur Co., Ltd., of Toronto, has recently returned from a trip to England, where he got in closest touch with the hat manufacturers in the United Kingdom. On his return, Mr. Dineen stated to Men's Wear Review that conditions amongst the hat manufacturers were very tense at the present time. The strength of the labor unions there, said Mr. Dineen, made it desirable that the hat manufacturers should form an association of their own. This they did, and recently they forwarded to the labor union of hat makers an ultimatum that they would have to cut wages 15 per cent. in view of the public demand for lower prices. So far as raw material was concerned, they had hit the bottom; and any further reduction in the price of the manufactured article depended upon labor.

The union received and altogether ignored this ultimatum from the association and replied with an ultimatum that they must have an increase of 25 per cent. over their present schedule, which is the highest in the history of the trade. There the matter stands.

Mr. Dineen stated that, supposing all materials entering into the manufacture of a hat were to drop fully 50 per cent., it would only make a difference of 12½ per cent. in the cost of the article. Any further reduction, he felt, would have to come from lower production costs.

"Quality and Printer's Ink Responsible For Our Success"

So Says Frank Stanfield at the Banquet Tendered Heads of the Firm by Truro Civic Officials—Twenty-fifth Anniversary —History of Growth.

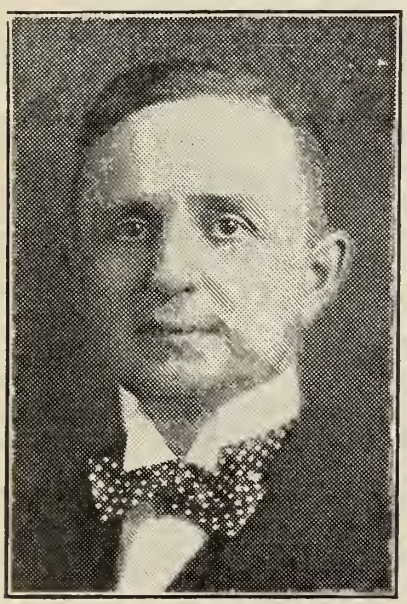
THE twenty-fifth anniversary of Stanfield's Ltd., of Truro, Nova Scotia, was the occasion of a signal tribute on the part of the civic authorities of that municipality. It is not often that such marks of esteem are showered upon local industries, and so far as the province of Nova Scotia is concerned, the step taken by the mayor and councillors of Truro in tendering the public banquet to some eighty invited guests who are closely associated with Stanfield's Ltd., the occasion was altogether unique in her history. It is a far cry from the organization of the Truro Knitting Mills Co. in 1896 to Stanfield's Ltd. of 1920; and during those twenty-five years the history of the company has been one of steady progress in which the dividends of the shareholders and the happiness and contentment of the employees seem to have been given equal consideration.

The Secret of Success

Frank Stanfield, in speaking at the public banquet, outlined for the gathering the history of the firm and laid his finger on the secret of their success during the quarter of a century they have been engaged in the manufacture of underwear. "Everything seemed to favor us from the beginning," said Mr. Stanfield. "We never thought of failure. At the end of our first year we had seventeen employees; our sales were $24,000 and our profits $2,500. I well remember that I stayed up all New Year's Eve to figure out if we had lost money the first year, for we had been doing considerable reconstruction work and getting ready for bigger business. Practically all our first year's profits were put into advertising and we decided to go in for QUALITY and PRINTER'S INK. These three words are responsible for our success. Year after year we increased our production, building new buildings and installing new machinery."

SENATOR JOHN STANFIELD

President of Stanfields, Ltd., Truro, Nova Scotia. It is just recently that he was appointed to the Red Chamber. He was former Chief Conservative Whip and M.P. for Truro.



GEO. A. WHELPLEY

of Toronto, who ha charge of the On- of Toronto, who has charge of the On- tended the recent convention at Truro.

The growth of Stanfield's may be summarized in the following manner:

1896

FACTORIES IN TRURO

Employees	17
Capital	$1
Sales	24,000
Profits	2 250
Customers	92
Shareholders	2

1920

FACTORIES IN TRURO AND AMHERST

Employees	600
Capital	$1,250,000
Sales	3,100,000
Profits (net)	120,000
Customers	4,795
Shareholders	782

Stanfield's never had an unprofitable year.

Stanfield's never had a general strike.

Stanfield's never had a serious accident.

Stanfield's never were burned out.

Business Shows Big Increase in the Year

GLEN CASE OF MONTREAL GOES AHEAD EVERY MONTH BUT ONE

On February 9 the annual dinner of the staff of the well-known men's wear shop owned by Glen S. Case, of Montreal, was held at the Queen's Hotel, at which nearly twenty members of the sales force together with several visitors were present.

After full justice had been done to the delicious menu, the company enjoyed a number of speeches on the subject of the various phases of retail selling and manufacturing problems. The central topic of interest was the report of the past year's business presented in a fine address by Mr. Case, who reported a highly encouraging state of affairs, with a marked increase over the previous year.

In spite of the fact that during the past ten months propaganda was spread throughout Canada and the United States to the effect that the bottom had dropped out of the market of the men's wear trade, the Case business, he stated, showed an increase of 19 per cent. in net sales, an increase of 10 per cent. in the number of customers, and 16 per cent. in the articles sold, while expenses increased only 2 per cent. on the previous year. The business, Mr. Case stated, showed a decrease in only one month last year—October, due, he believed, tothe unseasonable weather of that month.

Mr. Case said that prices were lower now than they will be a few months hence, owing to the fact that the wholesale houses have large stocks of men's wear which they are anxious to turn into money as soon as possible. Orders for new goods to be manufactured are being placed at about the same prices as in 1916-1917.

F. W. Stewart, of Cluett, Peabody & Co., of Canada, Ltd.; H. W. Austin, of Perrin Kayser & Co.; Samuel Hart, of Society Brand Clothes; E. J. L'Esperance, of the Imperial Life Assurance Co., and J. Stanford, of Stanfords, Ltd., who were the guests of the evening, all spoke on the different phases of retail manufacturing and selling and were listened to with great interest.

Among those who attended the banquet and subsequent convention of the Stanfield staff was George A. Whelpley, of Toronto, who is in charge of the Ontario sales for this firm.

Penman's Profits Show Shrinkage

Present Market Prices Shown in Inventories

The drastic reaction which characterized operations of Canadian textile enterprises during the latter part of 1920 is reflected in a striking degree in the annual statement of Penmans, Ltd.

Despite the substantial increase of $960,-332 in the total sales for the twelve months ended December 31 last, during which the business done amounted to $9,499,180, net profits are shown in the statement at $460,-305, a decline of nearly $1,000,000 from the level of 1919, when these reached the record total of $1,437,291, which in turn, compared with $1,358,331 in 1918. The net results of the year are the lowest reported by the Penmans enterprise since 1914, when the total fell off to $386,873.

Deductions and allowances in the statement under review were also on a much less generous scale than in recent years, no provision being made out of earnings for depreciation, while war taxation requirements took but $45,000, against a provision in the 1919 exhibit of $425,000, and $355,169 in 1918. After the year's fixed charges and preferred dividend disbursements were deducted from profits, there remained a balance available for application to the common stock of the company amounting to $250,805 representing earnings equivalent to approximately 11.7 per cent. on the junior securities outstanding. This compares with 37.4 per cent. in 1919, 33.4 per cent. in 1918, and 35.3 per cent. in 1917.

The less favorable showing of the year precluded the addition of usual amount to reserve account, which, however, stands at the highly substantial total of $3,000,000. After the payment of common stock dividends and bonus, representing a return to shareholders of 9 3-4 per cent. in the twelve months, there remained a balance of $41,122 to be added to profit and loss surplus, bringing the latter up to $1,045,391.

Working Capital Impaired

The president, Sir Charles Gordon, in his report to the shareholders, states that the less satisfactory results of the year's operations was the result of a heavy shrinkage which took place during the latter half of the year in the value of the company's raw and manufactured stocks. The trading profits of the period, he states, have been arrived at after writing down inventories to present market prices. Such inventories, however, are shown at a materially higher figure than that of the preceding statement, the 1920 statements showing the value of raw and manufactured stocks, at replacement cost, at $3,158,232, compared with $2,-913,620.

The position as to working capital shown in the 1920 statement has undergone some impairment, but the company still is in comfortable shape in this respect, current assets exceeding current liabilities by $3,-385,363, against $3,636,132 in the previous year, and $3,154,235 in 1918. The increase in current liabilities, as shown above, is due almost entirely to the item of $1,300,000 representing bank advances, shown in the balance-sheet section of the report. Cash on hand is shown at $324,123, compared with $104,621 in 1919, while the company's investments in war bonds was increased from $65,125 at the end of 1919 to $206,565 as at December 31 last.

P. Bulger & Co., of Eganville, have moved their place of business to the Foy Building.

Aberdeen Woollen Mills are opening a men's made-to-measure clothing store at 324 Yonge Street, Toronto.

A PRINTER'S MISTAKE

Continued from Page 68

an important part of the trade in the highest class of merchandise, are the members of the Chinese colony resident in Kingston. These men are nearly all fairly well to do and are proprietors of first-class restaurants, etc., and are all well educated, some even being students at Queen's University. They insist upon wearing the finest silk shirts and underwear procurable, and $16 shirts are by no means uncommon purchases for a Chinaman to make. Understanding intimately the temperament and the tastes of these men, through a long association with them in the classes of instruction carried on for the Chinese by a few public-spirited men of Kingston, Mr Jenkins has made personal friends of the entire community and finds them to be numbered among his most fastidious customers where quality and workmanship are concerned. It will indeed be a surprise to many haberdashers, who entirely overlook the potential buying capacity of the Oriental within our gates, to learn how eagerly the latter accepts the least overture of friendship or advice and will remain a loyal and unswerving believer in the counsellor on spiritual or material things. Even the humble laundryman has aspirations to become as well dressed as the man whose dress shirts he "does up" with such meticulous care, and will pay as much as is asked of him for the fine silks and other fabrics to which he was accustomed in far-off China.

The Jenkins store is large and well lighted with every convenience for showing the many lines carried in stock. A very large range of men's and boy's clothing is shown on the left of the entrance, while the furnishings are on the right. Several large sale tables occupy the center of the store and on them are shown any oddments which accumulate at the end of the week.

Business in the different classes of custom fluctuates constantly, according to Mr. Jenkins, and when the student trade is quiet, the rural trade is busy. Industrial workers are always a steady source of revenue as the various works in the vicinity of Kingston have not curtailed operations and are still employing many hundreds of men. Business in general is exactly equal to the corresponding months of last year, and is showing an improvement all the time since the removal of the luxury tax, which proved an unusually sharp thorn in the side of the Kingston retailers.

"If we want to get back to normal, we have all got to put our shoulders to the wheel, consumer, retailer, wholesaler and manufacturer," said Mr. Jenkins, in summing up the situation. "I think the worst of our worries are over, and everyone can do good business in the next few months by going carefully and talking value."

TAX PLACED AT SOURCE OF MANUFACTURE

(Continued from page 80)

thing to do because you introduce the question as to who is the manufacturer. Industrial life and the various sections thereof are so closely inter-dependent one upon the other that to say one is the manufacturer and the other is not is one of the most difficult things in the category of definitions. "Let the manufacturer bear the tax" is the statement that is quite frequently heard but let us take it in the clothing business. Who is the manufacturer? Shall we go to the man who first prepares the wool for the spinner and call him the manufacturer, or shall we take the spinner and call him the manufacturer or shall we take the weaver and call him the manufacturer or the dyer and call him the manufacturer, or the clothing manufacturer is he the manufacturer? What about the wholesaler who buys from the cloth maker and has goods made on the outside by contract labor. What about the jobber who buys and sells the cloth to the manufacturer. These are just some evidences of the difficulties of definition. It is said, though I do not know on whose authority, that a tax of an amount of 5 per cent. at the source would be ample to cover the needs of the country. Who has so arbitrarily said five per cent. Is there any knowledge on the subject. Does anybody know what aggregate turnover of "manufacturers" actually is in this country? Is it not just as likely that the amount of such a tax might of necessity require to be ten per cent. than that it should be arbitrarily set at five per cent?

Let us look at it from the standpoint of the retailer clothing merchant. Supposing that it is agreed and the Government says we will place a tax of five per cent. upon the manufacturer. How does it affect the retail clothier? When he would be invoiced with a bill of goods, 5 per cent. would be added to a $40.00 suit making the garment $42.00 and if he bought $100,000 of stock in the course of a year under such a tax he would pay $5,000. Now every day that that stuff lies in his store without being sold, he is losing on the proportion of the tax involved, and there is no merchant who can afford to lose anything.

In the other way let us say, though we have no definite figures on the subject, that the tax should be distributed over all the factors involved in the trade. The wool buyer would be 1 per cent., the spinner 1 per cent., the weaver 1 per cent., the manufacturer 1 per cent., and it would pass down to the retailer with an accumulated 5 per cent., but is that what would take place? If the sales tax was placed upon the basis of turnover, it would without a question of doubt be largely absorbed by all the factors involved. The wool buyer would not split on a fraction of a cent. The cloth manufacturer in quoting to the clothing maker would not quote $2.00 cloth at $2.02 but would very likely, in the market of competition, absorb the two cents. The clothing manufacturer would not likely quote a $40.00 suit at $40.40, but would be far more likely to sell the suit at $40.00 and absorb the tax and so on down to the retailer, and the retailer instead of having on a $100,000 stock $5,000 worth of tax, would not likely have more than half the amount if he had that because it is pretty generally to be believed that the tax would be absorbed by the manufacturer.

Bishop's, Stillwater, Okla., are arousing interest in their spring goods. The firm says they get good results from both the printed and typewriter styles of multigraph. The Easter theme should be injected into every possible form of advertising prior to the 27th. The mention of the single word will in itself place a certain percentage of men in a receptive mood to listen to the merits of new Spring apparel.

THE NEW OFFICERS FOR 1921

President ..... **R. F. Fitzpatrick, Toronto**
First Vice-president ..... **J. C. Begg, Hamilton**
Second Vice-president ..... **George Greay, Chatham**
Secretary-Treasurer ..... **H. Brimmell, Lindsay**

ADVISORY COMMITTEE

R. H. Dowler, London; W. Hern, Stratford; M. J. Dedman, Lindsay; R. H. Stevens, Barrie; R. S. Cull, Guelph; L. J. Pecord, Peterboro'.

LEGISLATIVE COMMITTEE

C. R. Shannon, Hamilton; H. D. Sherron, Peterboro'; H. J. Watson, Sarnia; J. Engel, Hamilton; W. R. Price, Niagara Falls.

Chas. K. Hagedorn Dies in Kitchener

Well Known Manufacturer Passes Away

Charles K. Hagedorn, president of the Kitchener Suspender and Button Company, died suddenly at his home on Frederick street, March 12th, while taking his usual afternoon rest. After completing his education in 1877, he taught school until 1884, when he became a travelling salesman for local button concerns, which he continued for 5 years. Mr. Hagedorn then commenced the manufacture of suspenders and buttons, his business becoming one of the most successful in the Dominion. He took a keen interest in municipal affairs, and was a member of the city council for some years, and was the first chairman of the local Light Commission. He was president of the Board of Trade for two years, and has been an active member of the Kitchener and Waterloo Manufacturers' Association. He is survived by his wife, two sons and one daughter. The late manufacturer was a brother-in-law of Rev. B. H. Stauffer, of Toronto.

The "Bond" overcoat is designed by Joseph Mandell for Walter Blue & Co., Ltd., of Sherbrooke, Que. It will be shown to the trade in April.

Above is Randall & Johnston's, Ltd., of Toronto, feature overcoat for Fall and Winter 1921-22. It is a double-breasted ulster, belted, with two buttons, and with wide collar. The belt is 3¼ inches wide, and the wide collar is an outstanding feature of the overcoat.

TWO COURSES
ADVERTISING and SHOW CARD WRITING
should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

Telephone East 7526
GOLD BROS.
Manufacturers of
Boys' and Juveniles' Clothing
930 St. Lawrence Blvd. Montreal

Popular-Priced Men's and Boys' Clothing
Well made from up-to-date, saleable materials and at a price which will meet present-day competition.
IT WILL PAY YOU
to get our quotations before placing orders.
The Gardner Clothing Manufacturing Co.
Wholesale Clothing Manufacturers
645 St. Valier St., Quebec

Glissades
Italians, Mohairs

SPERO
ON SELVEDGE OUR GUARANTEE
Pocketings
"BEST IN THE WORLD"

TWO OF A KIND Both Reliable

COTTON IMPORTERS
SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

SPERO MILLS ON
MANCHESTER SHIP
CANAL.—THE SHOW
MILLS OF LANCASHIRE

Richard Haworth and Company Limited. England

GARTERS

Garters of the Satisfaction-Giving kind.

No. G.P 22.
Regd. No 205436

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the ——— trade. ———

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES are noted for their -:- QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

LONDON: 19 Fore Street, E.C. 2.
SOUTH AFRICA: Davies, Gnoadé & Smith, 1 Strand Street, Port Elizabeth.
MELBOURNE: Alfred F. Smith, 2 Fink's Buildings, Elizabeth Street, Melbourne.
SYDNEY: Alfred F. Smith, 39 Queen Victoria Buildings George Street.
CHRISTCHURCH: Robert Malcolm, Ltd., 79 Lichfield Street Also Auckland, Wellington, Dunedin.
BOMBAY F. A. Filmer & Co., Gaiety Buildings, Hornby Road.

"Craftana"

Registered No 262005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

English Gabardine Coats

MADE IN CANADA

For Men, Ladies and Boys, from dependable and durable English materials, smartly designed and well tailored.

If our salesman did not call on you, it will pay you to communicate direct to our Head Office.

SCHWARTZMAN BROS.

1448 St. Lawrence Blvd.
MONTREAL

Whether you are Manufacturer or Retailer, make sure of getting the Genuine

"Cravenette" REG'D.

REG'D TRADE MARK "Cravenette" PROOFED BY THE Cravenette Co. LTD

Cloth and Garments

by seeing that the "Cravenette" Regd. Trademark is on every yard of cloth or inside every garment.

It is well to remember that "Cravenette" Regd. is NOT a fabric but **is a process,** and any cloth made shower-proof by the "Cravenette" Regd. Process is a "Cravenette" Regd. cloth, regardless of its texture.

REG'D TRADE MARK "Cravenette" PROOFED BY THE Cravenette Co. LTD

These Symbols are the hallmarks of excellence in the Textile World. See that your showerproof Cloth, Linings and other fabrics carry these signs of reliability.

BDA

THE BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA

(COPYRIGHT)

Sport and Pleasure

Circulates more money than solid business

Pause a minute, and think! What do the people do with their money?

Mr. Merchant, has your Town an Athletic Association? By supplying their Athletic Clothing requirements you can make Big Money. Find out their requirements, then write us for samples and quotations.

RIGHT NOW is the time to get after BASEBALL and FOOTBALL business. Save 50% by buying our "Made-in-Canada" Baseball Uniforms—distinctive patterns, "Big League" model, cut to individual measurements specified and thoroughly made with double-stitched seams throughout. Samples and prices sent on request.

We offer unduplicated values and workmanship in Boy Scout Uniforms, Rugby Suits, Soccer, Hockey and Gym Pants.

Headquarters for

Moyer "Made-in-Canada" Athletic Clothing

We also manufacture White Duck Clothing

Hospital Clothing
Operating Gowns
Outing Hats

Dentists' Coats
Barbers' Coats
Butchers' Coats and Aprons

Restaurant Clothing
Abattoir Clothing
Factory Uniforms

A. W. MOYER & COMPANY

Manufacturers (To the Trade Only)

124 KING STREET WEST - - TORONTO

Equal to Quality the best

Custom-Made Suits

Campbell's Clothing **made-to-measure**

has long enjoyed a reputation for Quality of Workmanship and Material.

No Capital, No Insurance, No Stock Losses, yet a profitable, pleasant business.

We still have a few openings for agencies. If interested, write to-day.

The Campbell Manufacturing Co. LIMITED

Montreal

A FITTING COMPLIMENT

To your hat department and your particular customers is the fact that you carry a stock of our

High Grade Tweed Hats and Caps

Fashioned from integral materials into models that will command the kind of appreciation that endures; with the class of workmanship that features the product of the master craftsman.

Write us to-day for samples.

Brossard & Docker Co., Ltd.,
3 Hogan Street, Montreal
TELEPHONE LASALLE 2841

"Nothing is Good Enough if Something Else is Better"

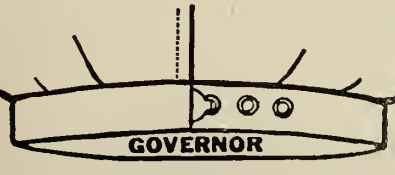
"GOVERNOR" FASTENERS

(Canadian Patent, March 30th, 1915)

For Boys' Knickerbockers
will demonstrate the difference to the pleasure of the retailer and the satisfaction of the wearer.

"Governor Fasteners"
A Selling Argument that Sells Pants and Suits

The Governor Fastener Co. of Canada, Limited
46 St. Alexander Street, MONTREAL



Hollins DAY & NIGHT WEAR

The Mark of Fine Merchandise

"Viyella" (Reg'd)
"Aza" (Reg'd)
"Clydella" (Reg'd)

Unshrinkable Flannels

—are in constant demand by reason of their established *quality*. In addition, our consumer advertising is continuously stimulating this demand. This means a steady turnover for the merchant who handles our fabrics. Have *you* a representative stock?

WM. HOLLINS & CO., LTD.
(of England)
62 Front Street W., Toronto
45 E. 17th Street, New York.

"Style Clothes"

CHARACTER and INDIVIDUALITY

For Fall

Our young men's exclusive models will be even better than ever.

Some really new features that will appeal to the young man —and a splendid range of the finest imported woollens.

New Models and Samples ready in April.

Style Clothes, Limited

149 Notre Dame Street

Montreal

ACME
TRADE MARK

Fine Shirts

A Range That Has
Distinction *and* Variety

Before buying see our samples. We have one of the snappiest lines being shown — and our prices are right.

ACME GLOVE WORKS
LIMITED
MONTREAL

Mr. Merchant, you lose sales if you don't stock our Washable Collars. They possess all the advantages of the linen collar and none of its vices. They have the full linen finish. Style and Size for every customer.

Not a Collar Left!

An Appointment To-night!
Stores All Closed!

KANT KRACK
TRADE MARK REGISTERED

COLLARS

12½ - 18½

12 - 18½

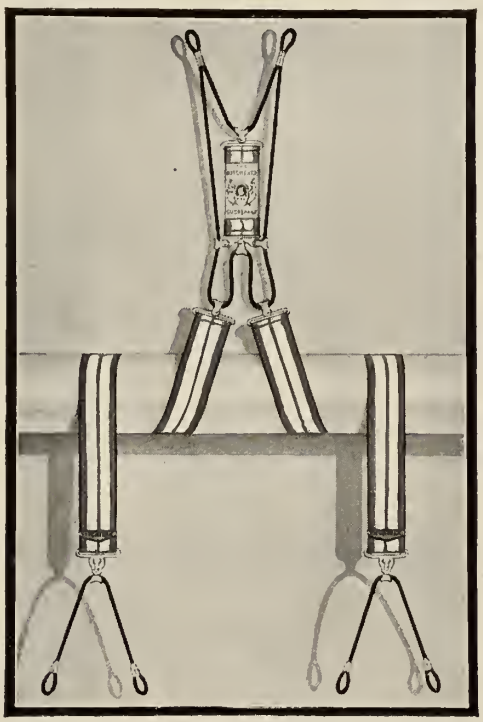
A great saving in laundry bills and extra collars. Always smart and clean. Always ready at hand. No saw-like edges. No Chinaman's buttonholes.

Oh why didn't I get a KANTKRACK COLLAR when it was offered?

A point for your customer. He requires a collar in a hurry. You sell him in addition a KANTKRACK With that on hand he can reserve his others.

Every Collar Guaranteed through the Dealer

Parsons & Parsons Canadian Company
HAMILTON, CANADA



MANUFACTURERS
of SUSPENDERS and
"MAPLE LEAF"
GARTERS AND ARM BANDS

30
YEARS
in BUSINESS

This represents EXPERIENCE in manufacture and generous treatment of our Customers. Write for Catalogue while you think of it. Maybe your profits will be greater when dealing with us. A trial will prove.

KITCHENER SUSPENDER Co. Ltd.
Kitchener, Ont.

We Are "Passing Up" Our Profits

GOODWILL is the form which our profits will take for 1921.

We have marked down our prices to the point where we do not expect to make a profit this season.

But the high quality of our materials, the fit and workmanship still remain up to their usual high standard.

"The Man in the Street" is going to insist on "full value" and you can satisfy him to the limit with

T&D
Clothes
For Men Who Care

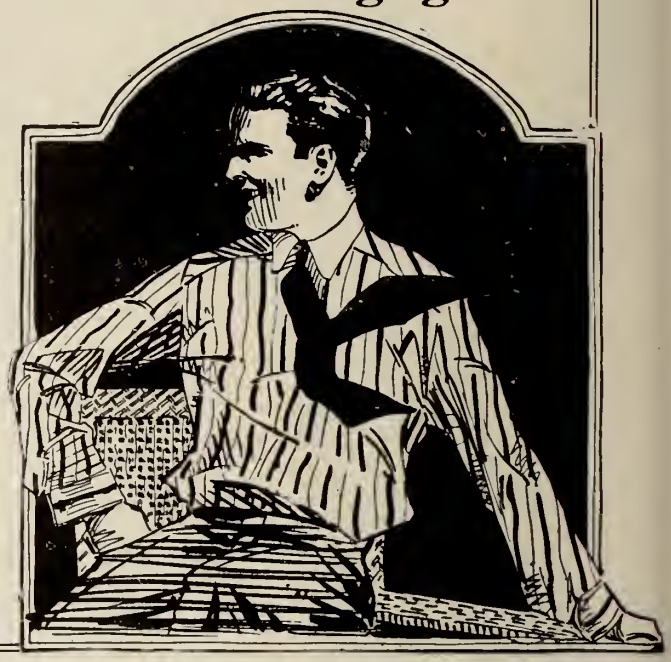
We want one live, high-class representative in each district and invite your correspondence.

Thornton & Douglas, Limited
Hamilton, Canada

They're

HERCULES

Negligees!



"Their Money's Worth" is the insistent demand of the public in this period of readjustment.

Because HERCULES NEGLIGEE and WORK SHIRTS are one-hundred-cents-to-the-dollar values, they are the surest line that any retailer can use to build or strengthen his reputation.

Patterns, designs and colorings are the kind men prefer because of stylishness, refinement and attractiveness. Quality, of course, is as high as ever, for fine quality is a fixed factor in the manufacture of our products. Our representatives will be calling on you shortly. Tell them you want to be a Hercules Dealer—it pays.

The

Hercules Garment Co.

Limited

Head Office - Montreal

Factories: Montreal and Louiseville, P.Q.

Good Times Just Ahead

PROSPERITY is within our reach in Canada.
All we need to have and to hold it is a sane, sure grasp on its simple elements.

They are Industry, Integrity, and Faith.

These are the cardinal virtues of human relations. They are the underpinnings of healthy, natural business life and the foundation of a wholesome social system.

They are the fountainhead from which Progress springs. A well-known business economist has called them the "Fundamentals of Prosperity."

Your purchases are an expression of Faith. They are evidence of your Industry. Make them confidently from business institutions of Integrity.

Buying is the backbone of prosperity. An active market means more employment, steadier earnings; benefits are passed around.

Wise spending gives stability to earning and for that reason is far-sighted thrift and sound economy.

The call of to-day is for cheerful thinking, willing working and constructive action by you —everybody—NOW.

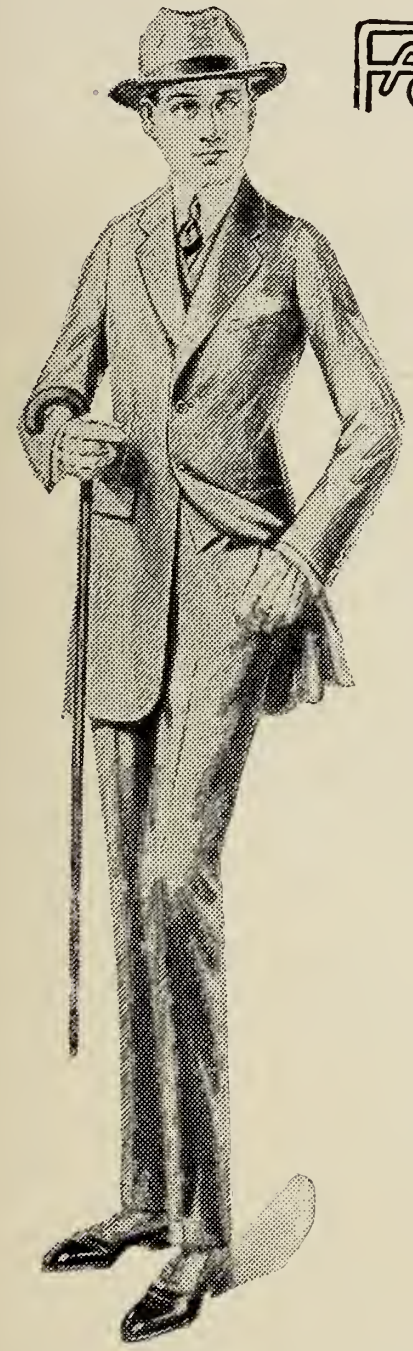
To-morrow's change for the better will come about through the combined efforts of each and every one of us.

By sheer force of numbers and co-operation, by the high power of heart and mind, we can put Business on a firm, stable basis.

We can do this because all of the material factors making for better business are right.

Let us link our faith with industry, our vision with courage, and forge ahead.

Let's make an uncommon effort toward a common end—Good Times.



FASHION-CRAFT CLOTHES

At Reconstruction Prices.

A Good Buy
For the Live Merchant.

Present-day values combined with quality and unquestioned style.

Interior construction combined with exterior fitness.

The new models for early Fall now ready for inspection. Also a full range of desirable materials and patterns for the coming season.

If interested, write—Promotion Dept.

FASHION CRAFT MFRS., Limited

Montreal, P.Q.

INDEX TO ADVERTISERS

A

Acme Glove Works, Ltd. 97
Anderson MacBeth, Limited 20
Atlantic Underwear, Ltd. 9
Ansley Dineen, Ltd. 25

B

Buckley Drouin Co., Limited 3
Beekel Rost Co. 24
Brossard & Docker Co., Ltd. 95
Bradford Dyers' Assoc., Ltd. 93

C

Campbell Mfg. Co. 94
Canadian Handkerchiefs, Ltd. 17
Can. Consolidated Rubber Co., Ltd. Inside back cover
Cluett, Peabody & Company of Canada, Ltd. 7
Cook Bros. & Allen, Ltd. 2
Coppley, Noyes & Randall 37
Clatworthy Son, Limited 29
Can. Apparel Co. of Canada 26
Cornwall Pants Co. 27

D

Dale Wax Figure Co., Limited 28
Deacon Shirt Company 38
Dufferin Shirt Co., Ltd. 34

E

Empire Clothing Co. 34

F

Fashion Craft Mfrs., Ltd. 101
Faire Bros. & Co., Ltd. 92
Forsyth, John, Ltd. ..... Front cover

G

Gardner Clothing Mfg. Co. 90
Greenberg & Centner 36
Govenor Fastener Co. of Canada, Ltd. 95
Gold Bros. 90

H

Hanson, George E. 12
Haworth, Richard, & Co., Limited 91
Hercules Garment Co. 100
Hollins, Wm., & Co., Limited 95
Hickok Mfg. Co., Limited 11

J

Jackson Mfg. Co., Ltd. 30
Jones Bros. & Co., Ltd. 14

K

Keens, W. J., Co., Limited 40
Kitchen Overall & Shirt Company, Ltd. 1
Kitchener Suspender Co., Limited 98

L

Lang Shirt Co., Ltd. 33
Leishman, Wm., & Co., Limited 35

M

Mackenzie, Limited 26
Milne, William 39
Moyer, A. W. 94

N

National Cash Register Co. of Canada, Limited 10
Niagara Neckwear Company, Limited, Inside front cover
Nu-Way Streeh Suspender Co. 38

O

Oxford Clothing Co., Ltd. 32

P

Palm Beach Mills 6
Palter Sons 24
Palter Cap Co., Limited 28
Parsons & Parsons Canadian Co. ...22-98
Peck, John W., Co., Ltd. 18-19
Prosperity Shirt Company 22

R

Randall & Johnston, Ltd. 23
Racine, Alphonse, Ltd. 21
Raven, William, & Co., Ltd. 92
Reid, A. T., Co., Limited 4
Robe & Clothing Company, Limited .. 30
Richardson, A. E., & Co. 36

S

Schwartzman Bros. 92
Shaw Correspondence Schools 90
Stifel, J. L., & Sons 16
Style Clothes, Limited 96

T

Taylor-Brasco 31
Tobin, J., & Sons 32
Tooke Bros., Ltd. ..... Back cover
Tip Top Cap Co. 38
Thornton & Douglas, Limited 99
Turnbull Co., C., Limited 13
Tutt Clothing Company 8

U

Uniform & Equipment Co., Limited .. 15

W

Walter, Williams & Co., Limited 31-29
Wolthausen Hat Corp., Limited 5

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"Made-in-Canada" Raincoats

Are You Ready for Spring Showers?

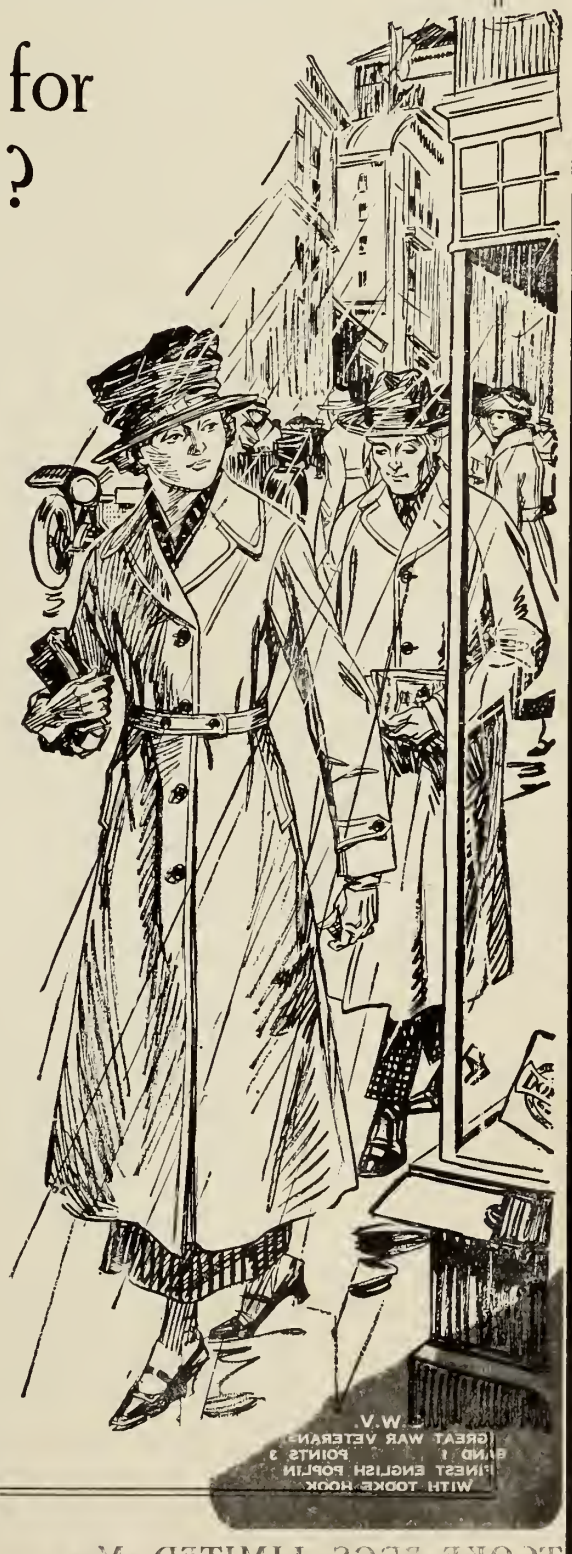
Dominion Raynsters will be in daily demand because men and women have found Dominion Raynsters the most effective, as well as the most economical, raincoats to be had.

Dominion Raynsters have the appearance of smartly tailored overcoats, and are absolutely waterproof as well.

They are sunny-day and rainy-day coats — every-day coats — double service coats — and our prices enable you to sell them at popular prices and make a good profit on every sale.

Every coat carries the Dominion Raynster label — an assurance of faultless workmanship, dependable materials, service and satisfaction.

Write the nearest Dominion Rubber System Service Branch and keep in touch with the novelties as they are brought out.



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Located at

Halifax, St. John, Quebec, Montreal, Ottawa Toronto, Brantford, Hamilton, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver and Victoria.

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DOMINION RUBBER SYSTEM
AND ASSOCIATED COMPANIES

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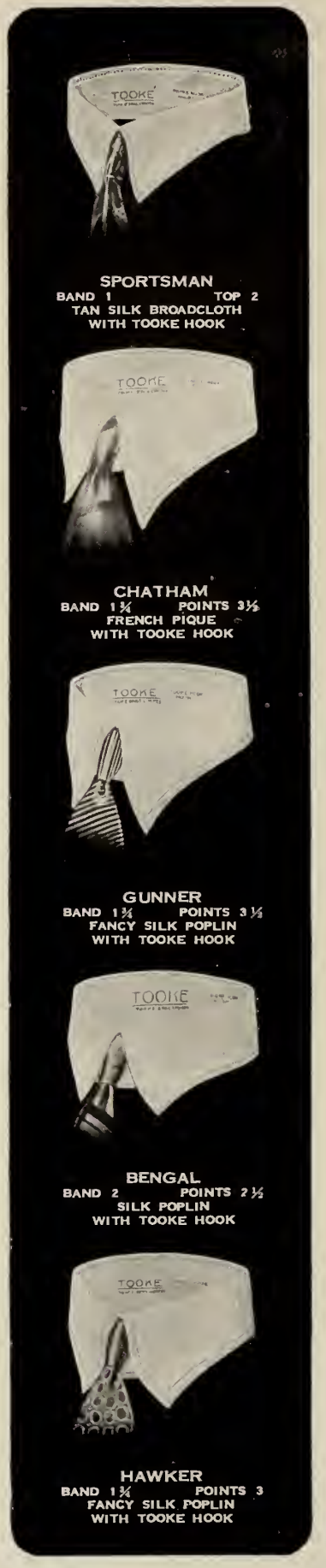
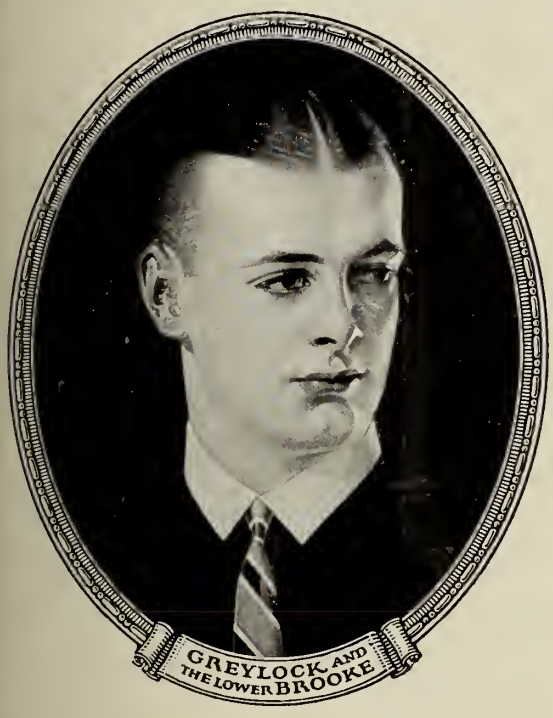


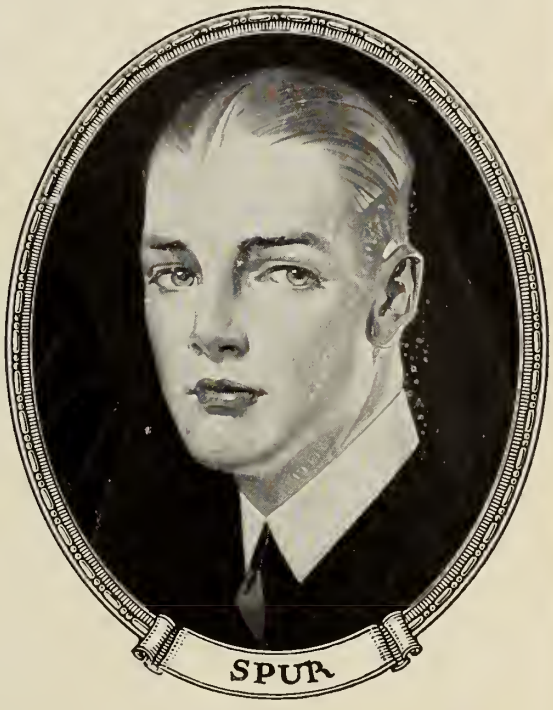
TOOKE BROS. LIMITED, MONTREAL, TORONTO, WINNIPEG, VANCOUVER

MENS WEAR REVIEW

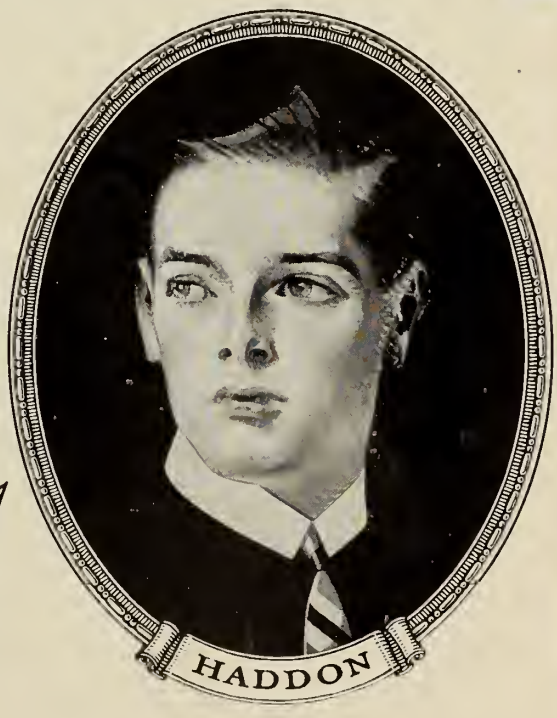
VOL. XI PUBLICATION OFFICE: TORONTO, APRIL, 1921 NO. 4

SOME NEW STYLES IN





ARROW COLLARS



FOR YOUNG MEN

D

Cluett, Peabody & Co. of Canada, Limited

Avenue Brand Clothes

Made to Stand the Racket

Boys' Clothes

At Their Best

W. J. KEENS COMPANY LIMITED

WHOLESALE CLOTHIERS

TORONTO

KITCHEN'S
OUTING
PANTS
IN KHAKI
COLOR ARE
GOOD BAIT
FOR
BUYERS
The Kitchen Overall & Shirt Company, Ltd.
Brantford, Ontario, Canada.
RAILROAD SIGNAL
UNION MADE

ART CLOTHES

COOK BROS & ALLEN LIMITED

Merchants associating themselves with Art Clothes secure and retain their clients by providing Apparel of Distinction and Durability that is essential to successful business.

Our service is available to a few Merchants in localities where Art Clothes are not already represented.

COOK BROS. & ALLEN
Limited

WHOLESALE TAILORS
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QUEBEC
Merger Bldg.

Racine Men's Furnishing Depts. in the Pink of Condition!

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Matabanick
Hotel

TORONTO
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Like others, we had our attack of "Slumpitis," but by taking prompt action we recovered sooner than most.

Now we are on a sound basis, fit and ready for a long distance run with keen competition.

The law of the "Survival of the Fittest" is just as immutable in Business as it is in Nature, and since we have absolute confidence in the merchandise we handle, no fears for the future of our business assail us.

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Nickle Range
Hotel

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Street

Four of our fourteen departments are devoted exclusively to Men's Furnishings, each one well-stocked with Racine Value-giving merchandise:

F—Men's Underwear and Sweaters.
I—Men's Fancy Furnishings.
L—Men's Fine Shirts.
M—Workingmen's Wearables.

Get your order off to-day—mail, 'phone or wire.

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4 London St.

THREE
RIVERS
Main Street

N.B.—A new sample room has been opened at 85 Germain St., St. John, N.B.

Alphonse Racine Limited

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Manufacturers and Wholesale Distributors of Dry Goods
FACTORIES : Beaubien St., Montreal ;
St. Denis, Que ; St. Hyacinthe, Que.

RIVIERE DU LOUP
Hotel Anctil

CHARLOTTETOWN
P.E.I.
Queen and Sydney Sts.

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No matter where you are, our range is so comprehensive that it offers you precisely the assortment you require for your particular trade. Our styles are up-to-the-minute, quality is unsurpassed and values are exceptional.

A full line of Work Shirts, too.

CAPS

You can sell more caps if you can show men the right cap for all occasions. With a reasonable line of Peck Caps you will never lose a sale for want of a smart, practical cap at a fair price for any purpose. And every cap you sell will be a business builder, for the wearer will know he has the best — and will not be slow to speak well of it, and of your store, to his friends.

JOHN W. PECK & CO., Limited, Montreal - Winnipeg - Vancouver

What Decides A Man To Buy A Suit?

The obvious quality of fabric and trimmings that guarantees faithful service? Its smart style? Skilled workmanship as shown by such details as buttons well sewn on? Price?

Peck Clothes for Men and Boys pass every test of the careful buyer.

Due to enormous production Peck Clothes are priced to yield the merchant an unusually handsome margin of profit.

Peck's

JOHN W. PECK & CO., Limited, Montreal - Winnipeg - Vancouver

NOVELTY of design, combined with unusual harmonies of color, has placed Penmans Sweater Coats high in the estimation of men and women who love outdoor life.

Penmans have realized that this popularity can only be retained by backing up style and color with quality; and have accordingly knit comfort and durability into every garment.

You will find it a pleasure to show these coats. Your Trade understands the value of Penmans label.

Penmans Sweater Coats

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris. *Also Makers of Underwear and Hosiery.*

11T

Leishman's Suits

"Survival of the Fittest"

Truer to-day than ever, applying to Manufacturer, Wholesaler and Retailer

When competition is at its keenest customers are unusually critical as to VALUES and in this respect LEISHMAN'S GARMENTS have stood the test of nearly 10 years.

To meet replacement values and to assist our customers we have cheerfully taken the loss without in any way impairing the VALUE in QUALITY, MATERIALS or WORKMANSHIP.

Our READY TO WEAR

Spring and Summer Suitings for Men and Young Men await your selection, and you are requested to order now while we are in a position to offer attractive prices.

Write for our MADE TO MEASURE

proposition on Perfection Apparel, the greatest asset in your business.

LEISHMAN'S are the Clothes that Merchants are proud to announce among their other stocks.

Wm. H. Leishman & Co.
LIMITED

192 Spadina Ave. Toronto

If You Could Make Your Own Clothes

First you would get the finest cloth, in patterns of refinement and good taste. Your linings the serviceable kind, your canvas the foundation of your coat—you would be a crank about canvas—stay linen, silecia edge tape, all little things. Buttons are important.

Secondly, you would want correct style and individuality.

Made-To-Measure Clothes

give you all this—and more.

Their range of styles beckons men of all tastes and temperaments.

C.N.R. "Proper Clothes" is the most complete equipment a merchant need have who has a trade of varying dispositions—and an appreciation for Clothes-value.

Coppley, Noyes & Randall, Limited

Hamilton : Ontario

©

Coppley, Noyes & Randall, Limited
Hamilton : Ontario

Easy Come Easy Go!

That's the way with

"True-Fit"

Brand

Overcoats

For Fall

"Values That Will Sell Themselves"

SMART -- COSY -- WARM

See Our Samples of

"Aquatite"

English Wool Gabardines

"A Gentleman's Topcoat"

Spring Showers Are Coming!

Protect Your Customers

with

"True-Fit"

Guaranteed

Waterproofs

"The Standard of the Trade"

Drop *us* a note or postcard,
We'll drop *you* a line that sells.

Our travellers will call on you about the end of April.

SAMUEL WENER
& COMPANY, LIMITED

37 Mayor Street MONTREAL

Value Is the Magnet That Draws!

"Yes, that is the style of suit I'm looking for. What is the price?"

"Sixty-five dollars"

"What! Sixty-five dollars? I want something smart and stylish but at half that price. Haven't you any better values?"

"I am sorry, sir, but we haven't anything just like that for less money."

How often have you had to say this?

It will no longer be necessary if you handle

"Sterling" SUITS

For Fall

Eighteen to Thirty Dollars

"Distinctive Clothes for Dressers of Distinction"

If you are after real values combined with snappy styles, variety and "pepp," a post card brings samples or a salesman. Our salesmen will leave the latter part of April.

THE
STERLING CLOTHING COMPANY, LIMITED

37 Mayor St. MONTREAL

Broadway BRAND

Clothes for exacting men

Co-operation **Progress** **Profits**

The Pride of the Wearers and the envy of others

The Merchant who once gets his customer to try on a BROADWAY Suit secures an immediate sale, the easy fit and grace recommend it to the most critical customer.

The wearers are proud of the Trade Mark, Broadway Brand, for it proclaims them the possessors of Good Clothes.

It is the Brand that makes and keeps the Merchant's reputation, providing him with contented clientele and an increasing business.

If you are not one of our valued customers drop us a line and we will have one of our travelers call with samples and prices; if you ARE your orders will arrive in due season.

Profits for you---Value for your Customers!

Randall & Johnston
Limited
TORONTO

HICKOK Window Displays Help to Make Sales

Passers-by stop to look at attractive shop windows—especially in Spring. And practically every onlooker is a live prospect for the sale of something.

An occasional change from the usual haberdashery display to one of HICKOK BELTS and BUCKLES is bound to attract considerable attention—for HICKOK displays are unique; and they offer an opportunity to show the extensive variety of HICKOK leathers and designs. Eaton's in Toronto have used HICKOK window displays to profitable advantage.

The Canadian market for HICKOK BELTS and BUCKLES has only been scratched. Every man and every boy who wears trousers needs a belt, or several. And their choice will be a HICKOK every time. There's money in HICKOK Belts and Buckles. If you are not selling them, write us at once. We want more dealers in Canada.

WRITE for the new HICKOK Spring Catalogue

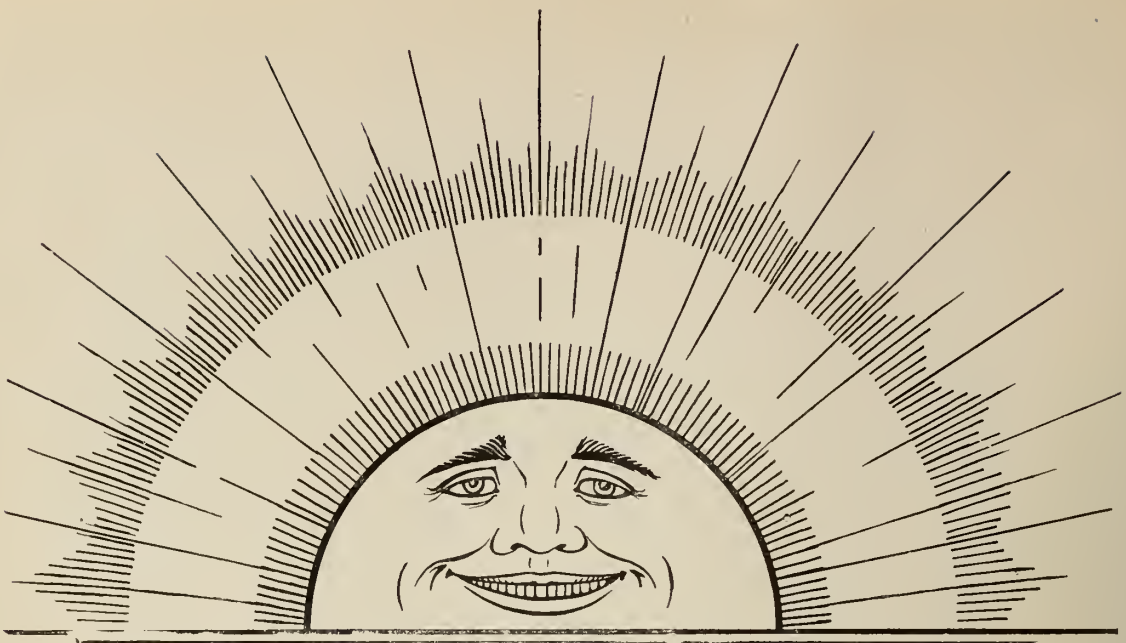
HICKOK Belts & Buckles

The Largest Factory in the World Manufacturing Belts and Buckles

The HICKOK MFG. CO., Ltd., *33 Richmond St. West, Toronto, Ont.*

ROCHESTER, N.Y., U. S. A.

NEW YORK CITY SHOW ROOM: *200 Fifth Avenue*



This is the REAL SALESMAN

HE FORCES PURCHASES BY

satisfaction guaranteed to agent and customer or any garments redeemed without cost—you are to be the judge.

Ready tailored or to measure

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

WHOLESALE CUSTOM TAILORS

21 Dundas Street East
Toronto, Ontario

MONARCH-KNIT

Write for New Catalog of Monarch-Knit Hosiery

THIS catalog lists and illustrates our complete line of Hosiery for Men and Women.

It also exemplifies the constructional points which make Monarch-Knit Hosiery superior in style, comfort, fit and wearing qualities.

It will prove a great convenience to you in placing orders, as it will enable you to select just the lines that your trade requires and also to keep your stock well assorted at all times.

Write for Your Copy To-day

Prompt delivery of all your orders is assured.

The Monarch Knitting Co., Limited

Head Offices: Dunnville, Ont.

Factories at: Dunnville, St. Catharines and St. Thomas, Ont.

SWEATERS

HOSIERY

YARNS

SOMETHING NEW!!!

TOBIN'S "UNIVERSAL" TIE-PRESS (Patented)

"—A Product that has won immediate favor and nation-wide acceptance—."

"—The natural reward of such a worthy article which creates new life, lustre, and color to any neckwear, gloves, ties, ribbons, laces, etc."
—*The Gentlemen.*

"—A minute's job, gives you practically a NEW TIE.—"

"—A most practical necessity for the RED-BLOODED MAN — It works while you shave."

???

"—A wonderful little saver of Time, Trouble, Temper and Money."—

IF YOU CANNOT RECOMMEND IT, GET YOUR MONEY BACK

GEMS OF WOODCRAFT—Light and Dark Oak; Mission and Mahogany.

EXQUISITE MOUNTINGS—Brass, Oxydized Copper, Rolled Gold and Sterling Silver. Each press Handsomely Boxed.

Anticipation !

J. TOBIN & SONS, Patentees and Sole Manfacturers
OTTAWA, CANADA

Realization !

Market for Shirts

under the Merchant's control

Our Quality, Prices, Styles and Patterns permit of reasonable profits and a great volume of business for our Customers, who are OUT to SELL SHIRTS.

By seeking the Public requirements and their Prices, and giving them value our Friends can use the Market or Needs of the Consumer to the fullest extent.

We provide you with the means in our Work Shirts, Shirts for Business and Pleasure.

Write for prices and further information to-day, and secure your share of this trade.

Shirts that stand the Wash and the Wear. The Public requirement: Value for Money.

MACKENZIE LIMITED

Ottawa, Canada

HAVE YOU TRIED

Quality

Campbell's Clothing

MADE TO MEASURE

The line which gives entire satisfaction.

No Dead Stock, No Expense for Insurance and Interest, No Bad Debts.

Offer to your customers tailored work of high quality at moderate prices.

We still have a few openings for agencies. If you are interested write us at once.

The Campbell Manufacturing Co.
LIMITED

Montreal

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED

The manufacturer who makes **Overalls and Work Clothes** of Stifel Indigo Cloth, and the dealer who sells Overalls and Work Clothes of Stifel Indigo Cloth will find Stifel Indigo Cloth's more than seventy-five years reputation, and Stifel Indigo Cloth's advertising big factors in making sales.

Stifel Indigo Cloth positively will not fade, and the dots and patterns positively will not break in the print.

The Genuine Stifel Indigo has this trademark stamped on the back of the cloth. Garments sold by dealers everywhere. We are makers of the cloth only.

STIFEL REG. STIFEL

J. L. STIFEL & SONS, Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK	260 Church St.	BALTIMORE	123 Market Place
PHILADELPHIA	1033 Chestnut St.	ST. LOUIS	604 Star Bldg.
BOSTON	31 Bedford St.	ST. PAUL	238 Endicott Bldg.
CHICAGO	223 W. Jackson Blvd.	TORONTO	14 Manchester Bldg.
SAN FRANCISCO	Postal Telegraph bldg.	WINNIPEG	400 Hammond Bldg.
ST. JOSEPH, MO.	Saxton Bank Bldg	MONTREAL	508 Read Bldg.
VANCOUVER	506 Mercantile Bldg.		

Write for Samples of Royal Prints — for stylish House and Street Frocks

YOUR LABEL
used if desired

Progress

To assist you to expand your business we have produced Shirts of the Finest Quality and Variety in Style and Design to attract the most critical of New Customers. We cordially invite Merchants who are not at present doing business with us to send for patterns and prices and be convinced of the real VALUES we are offering.

Prosperity Shirts

are not only known throughout the trade but are demanded by the Public.

The quality and finish has in no way been sacrificed in the reduction of the prices to the Merchants. Our travellers are on the road with our latest range and it is in your interests to order your stock while the prices are down.

PROSPERITY SHIRT COMPANY

12 Queen Street E., TORONTO

ALWAYS FIRST

IN

New Bust Forms and New Ideas

To help sell more Merchandise, besides our High-Class Metal, we are putting out a new line of Artistic Wood Fixtures for all class of Merchandise.

Write us for particulars.

DELFOSSE & CO.

247-249 Craig St. W. Factory, 1 to 19 Hermine St.

MONTREAL

Selling Hats

The New Way System displays four times as many hats as any other method—yet brings each in reach of the salesman.

Let us demonstrate the system to you.

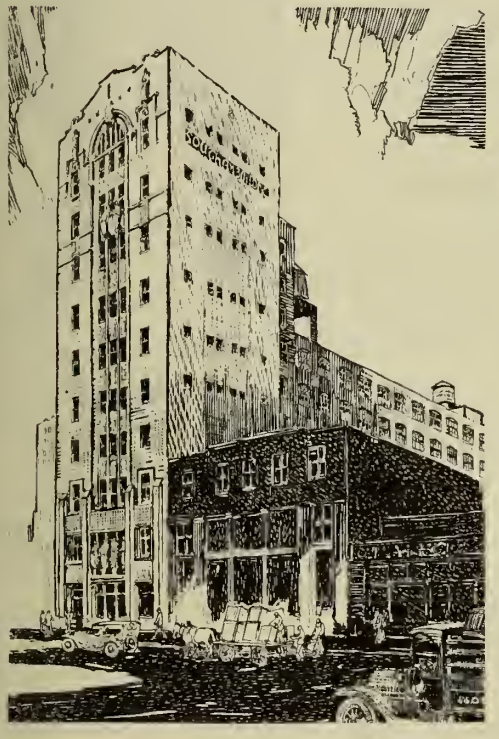
Jones Bros & Co., Limited

29-31 Adelaide St. West

TORONTO

Montreal Home
of
SOUTHAM PRESS
LIMITED

Printers, Publishers Lithographers



Manufacturers of
Shipping Tags
Gum Labels and Specialties

128 BLEURY STREET
MONTREAL

JOSEPHSON'S
"Korrect Klothes"
For Young Men

Samples of our Fall Range will be in the hands of our representatives during the latter part of April. This line is an achievement of which we are justly proud.

The models are not only correct in every detail but they combine

Newest Materials and Latest Styles with Distinctive Individuality and Expert Workmanship

The values we are offering cannot be surpassed anywhere. It's up to you to take prompt action.

Korrect Klothes Kapture the Young Men's Trade

Josephson's Korrect Klothes
520 St. Lawrence St.
Montreal

WB Barriecloth WEARS BEST REG'D
THE ROBE & CLOTHING CO. LIMITED
KITCHENER, ONT.

BARRIECLOTH ULSTERS

Made of BARRIECLOTH, a new fabric of our own manufacture, and can be obtained in Heather, Blue Mixture, Green Mixture, and Oxford Grey.

Our ULSTER COATS for Men are Distinctive and possess the Style and Finish that are eagerly sought for.

Merchants who carry our lines are assured a generous profit on quick selling garments. Merchants not yet offering them are invited to send for samples of the cloth and prices.

Order now for Fall while prices are low and the need is apparent.

We believe prices are now down to rock bottom.

The Robe & Clothing Company
Limited
Kitchener Ontario

Deacon Shirts

FOR STYLE
WEAR AND COMFORT

We Manufacture

STARCHED SHIRTS
WORKING AND OUTING SHIRTS
FLANNELS, ALL SHADES
TWEEDS, SATEENS
DRILLS, OXFORDS
FLANNELETTES
BOYS' WAISTS

The Deacon Shirt Co.
Belleville Ontario

LION BRAND BOYS' CLOTHING

BOYS' SUITS
and
BLOOMERS

with the hard wearing parts specially reinforced to stand the strain of vigorous boys.

SMART STYLES
GOOD CLOTHING
PLEASED CLIENTS
FAST SALES *and*
GOOD PROFITS

Merchants who supply the "LION BRAND" are selling clothes with a reputation to keep up.

The JACKSON MFG. CO., LTD.
CLINTON, ONTARIO
Factories at Clinton, Exeter, Goderich *and* Hensall

PALTER SONS

Supply to the Trade

CAPS *for the* MILLION

Not for one particular grade of society, but for all, and every dealer receives VALUE which in turn is handed down to the wearer of our Caps.

See our Special Lines for the Kiddies, smart and shapely. For Boys, we offer you the kind that resists their racket.

Your attention is particularly directed to our range of Silk Hats and Caps for Summer wear, for MEN and YOUNG MEN. Here you have the opportunity to increase your business, the prices being specially favorable to you for that purpose, and the Quality and Styles second to none.

Order now while you have the advantage in low figures and the market in your own hands.

PALTER SONS

122 Wellington Street West TORONTO, ONT.

English Gabardine Coats

Made in Canada

For Men, Ladies and Boys, from dependable and durable English materials, smartly designed and well tailored.

If our salesmen did not call on you, it will pay you to communicate direct to our Head Office.

SCHWARTZMAN BROS.

1448 St. Lawrence Blvd.

MONTREAL

Take a glance around your store

and note the Fittings and Furnishings required to enhance its appearance and for the successful competition in your line of business.

DALE is Canada's most Enterprising Manufacturer of DISPLAY FORMS and ARTISTIC STORE FITTINGS.

They are a necessity to achieve success, and you are invited to inspect our stock at any time as the goods must be seen for the remarkable VALUE to be fully appreciated.

Send for our illustrated catalogue of WAX FIGURES, BUST FORMS, RACKS, COUNTER STANDS, and OTHER DISPLAY FIXTURES.

We are always open to receive suggestions. Please write us.

Dale Wax Figure Co., Ltd.

86 York Street, Toronto, Ont.

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Block, Winnipeg.

12 to 19

QUALITY
THAT IS
GUARANTEED

12 to 18½

THE highest quality has been maintained at all times in the manufacture of KANTKRACK Collars. The makers have always purchased the finest quality materials regardless of price. This enables KANTKRACK Collars to be guaranteed to give satisfaction. Any customer who considers that one of these collars has not given satisfactory service may return it to his dealer and get a new collar free of charge. The makers will, in turn, replace this collar for the dealer.

VALUE Always

THERE has been no profiteering in KANTKRACK Collars. The price of these was not advanced in nearly the same ratio as other lines—particularly collars. They are to-day selling below a fair price, considering costs of material and workmanship.

Leadership in Service

As in the collars themselves, the makers of KANTKRACK have led the way in the matter of service and business policies that appeal to the dealer. For instance:—

We were the first company to put up Composition collars in boxes of one-half dozen.

We were the first company to sell collars in Canada to the Trade at the same price as others were sold to in the States.

We were the first company to sell every dealer throughout Canada collars at the same price, making their money worth one hundred cents on the dollar.

We were the first company to sell regular customers one-quarter dozen of size 17 and larger when purchasing other sizes. We do not believe in compelling a customer to stock a quantity of sizes that are not saleable, preferring to carry the stock ourselves and give them the goods as required.

Dealers who handle KANTKRACK Collars are backed by a merchandising policy that gives satisfaction. The extraordinary service that these collars have given to thousands of Canadian men means steady selling.

One Grade Only and That the Best.

Made in Canada by the Manufacturer Who Protects the Dealer.

12 to 18½

The Parsons & Parsons Canadian Co.

HAMILTON, CANADA

ESTABLISHED IN U.S.A. 1879 ESTABLISHED IN CANADA 1907

11½ to 21

MEN'S WEAR REVIEW

Issued on the first of each month

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CANADA-MADE GOODS

THERE was an interesting discussion at the two-days' conference in Toronto of the question of Made-in-Canada goods. It seemed to us that the whole discussion was epitomized in three words used by Mr. Roden—consistency, loyalty and sentiment. Some one, during the discussion, had referred to Mr. Roden as a manufacturer of silks, a Canadian manufacturer who was producing as good silks as any silks in the world. We do not presume to pass upon the quality of Mr. Roden's silks; but we do say, unhesitatingly, that Mr. Roden would be the last person in the world to try to sell his own goods on mere sentiment, that is, merely because they were made in Canada.

In other words—and the whole discussion emphasized this point—two things are absolutely necessary to insure the proper promotion of Canadian-made goods. First, they must be up to standard. The man has not been born who will pay more for an inferior article when he can get a superior one at a cheaper price, all things being equal. Mr. Stewart of Cluett, Peabody & Co., Ltd., summarized the whole situation at the clothiers' convention held in Toronto during February when he said that the Canadian manufacturers intended to make it their business to see that manufacturers brought their products up to the required standards if below those standards. That will be an irretraceable step toward the promotion of Canadian-made goods.

And, second, Canadian manufacturers must advertise their goods. They can't expect people to buy their goods if the people know nothing about them. Mr. McFarlane, a shoe manufacturer, told the conference of the good results obtained by the campaign of advertising put on by this branch of the trade. It ought to be done by many branches of the trade. We agree that the government might well assist in this campaign.

There was a good point in Mr. Trowern's contention that a rigorously honest trading policy should be adopted by all manufacturers. The manufacturer who unloads much of his wares to small merchants throughout the country at a certain price and then clears up his stock to mail order houses at reduced prices is a menace to the Canadian manufacturers in general. He is doing not a little to unpopularize Canadian-made goods.

THE TAXATION CONFERENCE

ONE of the best features of the Toronto conference at which representatives of the retailers, manufacturers, wholesalers and credit men were present was that it was ever held at all. It marks the beginning of a better feeling amongst the men who occupy their respective places in gradations of business. There are few vexed questions that cannot be solved by round-table conferences of this nature. It is surprising that such a gathering has never before been held in the history of business in this country; but now that the first one has been called into being, it is to be hoped that others will follow, when questions affecting the whole business interests of the country are demanding the attention of serious-minded men.

It was only logical that the whole matter of taxation should be discussed by the business interests of Canada. It is these interests that must bear the burden of taxation and assist with its collection. They are better qualified to announce a principle acceptable to all business interests than the government itself is, and if the government can enlist the co-operation of the business interests rather than antagonize them, as they did with the luxury tax, it will mean a good deal toward the success of whatever form of taxation is decided upon. It is not without significance that the luxury tax, which everybody opposed, was a failure; while the present sales tax, which no one objects to, has been a pronounced success.

THE TRADE OUTLOOK

FROM all over the country encouraging reports come of the trade outlook. It is improving steadily without any violent tendency toward a period of excess buying that would inevitably have unfavorable results later on. The safe way back to normalcy is slow and steady. Merchants are alive to the situation, we are convinced. They are promoting sales to increase turnover and they are buying, having in view quick turnover. That is the safest way and, in the long run, better for themselves and manufacturers and wholesalers, too. To load the shelves again with a surplus of goods would be to invite, perhaps, another period of cancellations.

Business is regaining its health very nicely and there is nothing to fear for the future.

EDITORIAL BRIEFS

DON'T FORGET to secure your Dominion Income Tax forms before the 30th of April.

* * *

IT IS a healthy indication of the trend of things when the lion and the lamb can lie down together, as they did at the taxation conference. But someone wanted to know who was the lion and who the lamb.

* * *

THE CASE of the retailers at the taxation conference in Toronto was ably presented by two clothing men—stewart McClenighan of Ottawa and Horace Chevrier of Winnipeg. Considerable assistance was given them by President Fitzpatrick and Past President Ed. Mack of Toronto.

Retailers, Manufacturers and Wholesalers Approve Principle of the Turnover Tax

At Two Days' Conference in Toronto Recommend the Application of This Tax With Necessary Adjustment to Meet Requirements of Finance Minister—Administration of Tax Left in Hands of Government—Important Definitions

"That the business war tax shall not be re-enacted,

"That the income war tax as regards corporations shall be repealed,

"That the present excise manufacturing tax on confectionery be abolished,

"That the present sales tax shall be adjusted so as to provide the additional revenue needed by the Dominion Government."

Manufacturers—Persons, firms or corporations who produce, manufacture, process or assemble articles or materials in salable articles or materials. This, it was pointed out, would not interfere with an appeal for exemption from the merchant tailors, milliners and similar business men.

Wholesalers—For the purpose of the act, a wholesaler shall be construed as being a person, firm or corporation who assembles in his warehouse a full line of goods carried in his special branch of business, and distributes them to the trade, but who has no retail counter and does not sell to the consumer.

Jobbers—Persons, firms or corporations who sell for the purpose of resale and who have no retail counter, and do not sell to the consumer.

Retailers—Persons, firms or corporations who sell to the user or consumer, or who have a retail store or counter; this classification to include, in addition to their classification as manufacturer or wholesaler, the departments or agencies of such manufacturers or wholesalers who have such departments or agencies through which sales are made to the user or consumer.

ABOVE is the synoptical result of the two days' conference at the Prince George, Toronto, at which representatives of the Retail Merchants' Association of Canada, the Credit Men's Trust Association, the Canadian Manufacturers Association and the Wholesale Grocers' Association were present. The conference was suggested by the Federal Finance Minister, Sir Henry Drayton; and its object was to frame some form of taxation that would be acceptable to the business interests of the country. The conference, itself, was unique in the history of Canada, for it was the first time that manufacturers, wholesalers and retailers had ever sat down together to work out a problem the solution of which would be acceptable to all parties concerned. So far as the vexed question of taxation is concerned, the conference agreed on two main points: First, that the business war tax and the income war tax should be abolished; and, second, that the present sales tax should remain in principle, at all events. But how it shall be applied and collected, or as the resolution reads, "adjusted" is a matter for the Government to determine.

Was Conference a Success?

Whether or not the conference was a success so far as the object it had in view is concerned is difficult to state definitely. The various interests came to the conference with their cases well in hand and, perhaps, their minds fully made up. There was little disagreement with regard to the nature of the tax that would be acceptable to all interests; it was unanimous that the present sales tax, in principle, was acceptable. But as to how it shall be applied—that was the outstanding difference. At first, the manufacturers argued that it should be a per cent. tax on successive gradations of trade, that is, a one per cent. tax on manufacturers, one per cent. on wholesalers, and one per cent. on retailers. The retailers argued for a tax that should be collected at the source of manufacture or import—perhaps, a five per cent. tax. The wholesalers were disposed to favor the retail view-point. But as the conference proceeded, and as the resolution shows, opinion drifted and finally crystalized in the view that percentages and application and collection were matters for the Government to decide, not for the conference. The object of the conference was to determine an acceptable principle, and in deciding in favor of some adjustment of the sales tax to meet the requirements of the Minister of Finance, the conference felt that it had done its full duty.

If, as is rumored, the various interests again present their case to the Government before the budget is finally brought down, then it looks as if the conference had been more or less of a waste of time. On the other hand, if the case of the interests concerned is now closed, then it has been a success.

The Retailer's Case

The case of the retailers was first presented by Horace Chevrier of Winnipeg, and many of his arguments, with some additions, were reiterated by subsequent speakers who upheld the view-point of the retailer. It was pointe out that what was beneficial to th retailer was bound to be beneficial t the wholesaler and the retailer. If th onus of collecting this tax were place upon the retailer, if he had to sell th tax as he had to sel the luxury tax, the his enthusiasm would be dampened an distribution would be harrassed. A sale tax placed on the retailers' turnove would be just as bad as the luxury ta had been, and if the breaks were pu on sales, it would result in stagnation unemployment and further unres throughout the country. Great stres was laid upon the cost of collection o a tax that would be placed upon th retailer. It would mean collecting fron 150,000 to 200,000 merchants, many o whom did not keep books, many of whon could but barely write their own names

Stewart McClenighan of Ottawa, als presented a strong case for the retailer in rebuttal to some of the argument that had been adduced by the manufac turers. He, too, emphasized the cost o collection from 200,000 merchants. I contrast, he referred to some $3,000,00 collected from one or two match firm in this country by two revenue officers Looking at the question from the view point of the Government, he believe they would rather take their chance with a handful of manufacturers an importers than with 200,000 merchant stretched from the Atlantic to th Pacific, and he would also venture th opinion that the Government would favo the system of collection that would b the easiest and the least expensive.

Continued on page 36

Syd Brazer on Montreal's Broadway

Attractive Arrangement of Small Windows—A Sign That Reflects the Atmosphere of the Store—Overcoming Difficulties—Speeding Up His Turnover.

THERE is a well-known and time-worn proverb which might be almost termed the creed of the optimist, on account of its philosophical, cheerful acceptance of the trials and tribulations which are the lot of man. It runs as follows:

"It's an ill wind that blows nobody any good."

Such might be the text taken to illustrate the story of the career of Syd Brazer, haberdasher, of St. Catherine Street East, Montreal, who has come safely through more business trials than commonly fall to the lot of the haberdasher, even in the year of 1920!

Anyone walking down the busy section of Montreal which is centred between St. Lawrence Boulevard and St. Denis Street, any evening, cannot fail to be attracted by a uniquely designed sign, brilliantly lighted and placed slanting-wise above the door of the minutest and snuggest little haberdashery store imaginable. Curiosity alone would prompt the passer-by to glance in, for everything from the sign to the store fixtures conveys an unusual appeal, indefinably interesting. The sign says nothing more or less than "SYDS," which does not convey much, but somehow seems in keeping with the diminutive character of the little store, reminding one of a playhouse tucked away between real houses. But there is no play about Mr. Syd Brazer, although he chooses to be familiarly known by his first name, explaining that it is an easy one for everyone to pronounce, and is the same in English, French, Yiddish or any tongue he ever heard of. That in itself is one of the reasons for the success he has achieved, for his whole idea is to establish a feeling of friendship between his customers and himself, and to become their guide, counsellor and friend as far as possible. And when you come to think of it, there is something very appealing to the average man in a cosy little shop like "Syds," not only due to the informal friendliness of the proprietor, but something in the atmosphere it must be, conveyed by fresh creamy woodwork and shiny oak and plate glass fixtures, softly shaded, indirect lighting reflected in many polished mirrors, and rows upon rows of all kinds of haberdashery, folded in the neatest of piles under glass.

Started Seven Years Ago

Syd. Brazer has been in the business for seven years, and until a year ago had been located further west upon St. Catherine Street, where he had rented a very commodious and modern store. He began business with the idea of becoming a specialist in headwear and was establishing a name for himself for his hats and caps. He found out, however, that there is not enough profit in headwear alone to achieve the success he aimed at, and so he opened up an additional haberdashery department. This proved to be a master-stroke, for business quickly doubled and tripled until in 1919 Syd Brazer possessed a most up-to-date and progressive shop on St. Catherine Street.

Syd's, on Montreal's Broadway

Put Out on the Street

But here is where the villain enters, as they say in story books, and in this case the said villain was personified by the landlord of the said store, who cast envious eyes upon the successful business carried on in his property, which hitherto had not proved to be a valuable asset. He thereupon advised Mr. Brazer that the premises would be required for another purpose on May 1, 1920, and for awhile it looked pretty serious for the latter.

For about six months he searched for another place suitable for a shop, but his search seemed almost futile, there was nothing within several miles radius of his present locality which could be rented, bought or leased from anyone. Business was still on the upward grade and nobody was interested in assisting a young haberdasher who had only a few weeks in which to settle his fate. But Syd Brazer would not admit being discouraged and kept up the search while attending to the store and trying to pack his goods in between times. Finally he heard that a certain man who owned an old building a few blocks east of his store was going to modernize it and turn it into stores. No sooner said than done. Brazer was after him like a flash to see if he could secure part of the new building. The owner proved agreeable to the proposition, but the premises did not promise to be either suitable or modern. However, it was that or nothing, and so the lease was signed.

The New Home

He moved out of his former store in May and found to his disappointment that remodelling of the new store had

only begun, and would be carried on in daytime only. Imagine a haberdasher trying to do business while carpenters, masons, etc., hammered and chopped away. Of course, nothing could be done in the meantime, and what with the worry and strain entailed by the move, the result was that Syd Brazer had to go away for a rest to avoid a complete breakdown.

In two months' time the work was finished and he returned and opened his store. For a week or so he and his assistant slaved night and day to set things to rights. The new landlord had spent over $5,000 on altering the place, which now was about 87 feet long by 15 wide. It had meant tearing down a solid stone wall, several feet thick, altering walls and ceilings, until a really modern and compact store emerged ready to become the future home of his so long interrupted business.

Naturally, when a man has lost nearly three months of business, he cannot plunge into a new proposition as blindly as though it were only a game of chance. However, there were certain things which could not be dispensed with. As the new store was so narrow and so long, the fixtures which were used in the former store would not do in the least, and new ones had to be specially designed to meet this need. But by August everything was finished and the proprietor set to work to build up the trade he had almost lost by his temporary enforced retirement from business. He often felt hopelessly discouraged as he remembered how smoothly everything had gone along in the other store, and the prospect of regaining such a trade in mid-Summer especially seemed to him to be an impossibility.

The Ill Wind

But the ill wind which had apparently driven him off the track of his ambition now turned in his favor, and, according to Mr. Brazer, not only has he got back his old custom but his turnover since July last, barely six months, is double what it was in the former shop. He is perfectly satisfied with his location, his store, his customers and conditions in general.

"Business is fine," he stated to a representative of Men's Wear Review, "and while I have not completed all the plans I have made for arranging the stock, I find that I have done better than I ever expected. I now have a trade composed of both English and French people and so I specialize in the very newest goods, but along very conservative styles. My customers do not want anything flashy or cheap but just moderately priced haberdashery in good taste. I am doing my Spring and Summer buying now regularly as I need supplies, because I have not much space for storing stock. I like to specialize in hats and caps because I understand how to do that, and have a large number of regular customers. But haberdashery can always be sold at the same time if you have the right idea about correct dress, for I have often found that a different style of collar or cravat will be the making of a man when he has decided upon a new hat. The average man does not stop to think what a difference a slight alteration in his usual style of dress will make, and it is up to the smart haberdasher to study types so as to be able to suggest an improvement which will meet with the approval of the customer. If a man can rely on your taste and judgment he will prove to be the best kind of customer."

Mr. Brazer concentrates upon the profitable lines of haberdashery and endeavors to buy as shrewdly as possible. Collars, he considers a poor line to invest in heavily just now, with so much competition going on. He carries everything for men, and understands the selling end of the business so well that whenever he makes a sale of a low profit article, he nearly always manages to sell something from a better line in addition.

Display Windows

Few display windows of the same size are so attractively arranged as those of the Brazer store. The plate glass is always kept carefully polished and the floor and background are of natural hardwood. On one side are displayed the latest models in headwear of all sorts, and on the other a carefully arranged display of haberdashery. The latter window is always a model of neatness and harmony, and even in the small space available Mr. Brazer manages to display his wares most attractively, understanding thoroughly the meaning of restraint, balance and coloring. His windows, however, though Lilliputian in size, are the chief attraction of the little store, according to nine out of ten customers who enter for the first time, and are proof conclusive that the large window does not necessarily sell more goods.

The unexpected success which has fallen to the lot of Syd Brazer is by no means the result of luck or influence, but is the just reward for his pluck and obstinacy in overcoming apparently insuperable difficulties. His problems were discouraging and many a man would have given up the struggle under the same conditions, but not so with Syd. He simply put up the biggest and brightest sign he could get hold of, and put his back into the job, and now the small store with the big business is safely established on the "Broadway" of Montreal.

Delbert J. Badour, for several months a clerk in the store of W. H. Mowat, Brockville, died March 23, from an illness contracted as a result of being gassed during the war. He enlisted in December of 1915 and was gassed on August 11th, 1918, returning to Canada late that year

Notes From the Capital

The balance of the Blair stock at 66 Sparks street, Ottawa, has been bought by Mr. Anastase Roy, general merchant, Maniwaki, Que., and removed to that town for special sale.

Beament & Johnson, Limited, Sparks and Metcalfe streets, Ottawa, featured light and medium weight two-piece woollen underwear at half price, including the leading brands from the best factories.

Rice & Pye, corner Bank and Albert streets, are discontinuing their ready-to-wear department and to get rid of the stock of suits on hand are selling at a 50 per cent. discount. The men of Ottawa were given 14 days to get busy and secure the bargains offered.

The Two Macs, Limited, Sparks, Bank and Queen streets, recently celebrated their 32nd anniversary. As a proof that the firm appreciated the splendid support received during all these years, special price reductions were offered on certain lines, while all others not quoted were reduced 10 per cent.

The King Tailoring Company, 106 Sparks street, after a very short career at this address, have been succeeded by the Leeds Tailoring Company, who announce a manufacturer's sale of men's clothing at wholesale prices. The advertisement says that the manufacturer is compelled to take this method of unloading stocks which are not moving on account of the break in prices.

Stewart McClenighan, president and manager of the Two Macs, Sparks, Bank and Queen streets, Ottawa, has sold his fine property at the corner of Bank and Somerset streets to Mr. Fleetwood Wilson, of Fleetwood Wilson and Co. Price is stated to be in the neighborhood of $135,000 and constitutes a record of $2,450 per foot frontage for Bank street property. The building has a frontage on Bank street of 55 feet and runs 112 feet deep, being three-story brick in excellent repair and includes the apartments known as Somerset House and Somerset Apartments.

Ten years ago this property was bought by Mr. McClenighan, who now turns it over at a handsome increase in price.

The Store of E. D. Holliday, Simcoe, was recently entered and a large quantity of clothing stolen.

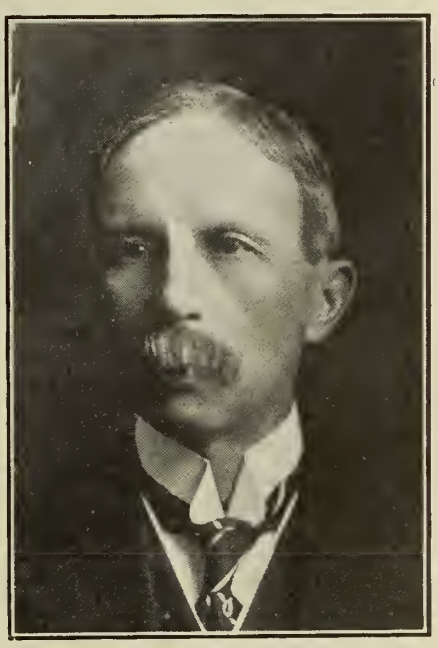
M. J. Dedman, of Lindsay, has bought out the business of J. Houser. Mr. Dedman is forced to vacate his present stand owing to the fact that it has been purchased by the Royal Bank of Canada. He will move his stock to the store he has purchased, that of Mr. Houser.

Thirty-Five Years of Successful Merchandising

William Currie of St. Catherine Street, Montreal, Has Clothed Four Generations—Keeps in Personal Touch With Customers and is a Great Friend of the Boys—A Big Advertiser

THIRTY-FIVE years of successful merchandising of men's clothing and furnishings stands behind William Currie, the well-known clothier of Montreal who celebrated the commencement of the thirty-sixth year during the week of March 14th last by holding one of his famous annual birthday sales. During an interview with a representative of Men's Wear Review many interesting comparisons were drawn by Mr. Currie between conditions as they existed in 1886 and at the present. The main point which Mr. Currie emphasized was the fact that he had not left the district in which he is now located, whereas all the other retailers who formerly did business in his neighborhood and were established long before he began have since moved uptown in the belief that trade was centred along St. Catherine Street. This belief however, is not shared by Mr. Currie, who states that locality has nothing whatever to do with success in business according to his own personal experience. He began business in a small way on Notre Dame Street West, which was known at that time as St. Joseph Street. Notre Dame Street is now one of the main arteries of the business section of Montreal and resembles very little the quaint old thoroughfare remembered by Mr. Currie, in fact so narrow was the former street that the city decided to widen it a few years after he located there. Gradually the retail clothing trade centred about that particular locality until competition became abnormally keen. But, as Montreal grew, the majority of retailers became imbued with the idea that St. Catherine Street offered more opportunity for future growth, and one by one they departed until the exodus left the William Currie business the undisputed leader in the field. Asked why he did not follow the example of so many others in this case, Mr. Currie replied, "I have always had all the business I can handle and would never consider moving for one moment. My only difficulty now is that I have grown too large for my present quarters and I am afraid that I shall have to look for more room soon to take care of the overflow, the stock carried to-day being 100 per cent. greater than when I started."

One of the interesting features of the business as recounted by Mr. Currie is the fact that in the thirty-five years of its existence, the store has clothed four generations of customers in some families who have been patrons ever since its inception in 1886. Great-grandchildren of the original customer are frequent visitors at the store, which caters to men from the age of two upwards. Family trade, says Mr. Currie, is the important feature of the business, and from it has gradually developed a very large mail order trade from customers who have moved away from Montreal, yet who cling to the old firm. This large family trade both local and



WILLIAM CURRIE, of Montreal.

Dominion wide, has grown to such proportions that the firm has found it necessary to establish an extension to look after the clothing made-to-measure in addition to the regular clothing shop covering two floors of the main building. That this last venture has proved entirely successful is evidenced by the fact that the firm has successfully established a wide connection in contracts for civic uniforms and they are able to deal with this additional business without materially interfering with their regular trade.

When asked for an explanation of the methods which have brought him such unqualified success Mr. Currie merely smiled. "It is no secret," he replied, "and sounds too simple to sound particularly impressive, but I think that the only right way to do business is to sell clothing or furnishings which you can guarantee to be right or refund the money if the customer, for any reason, is dissatisfied. Furthermore, we always mark our prices right, for instance at our anniversary sale recently we advertised three special values in men's suits, such as a pure-wool tweed, made to measure for $26.50 and another of finest serge for $34.50. The response to our sale was beyond expectations, even with the large amount of unemployment among the salaried class in Montreal, and we are now obliged to take stock to see that we did not oversell."

Another important point emphasized by Mr. Currie in connection with the fluctuation in business conditions was the fact that a great change has come to pass between prices in 1920 and now, necessitating cuts of $20.00 and more on most lines of clothing carried. This was done however before customers made any complaint and enabled the firm to acquire much additional volume in sales to compensate for the inevitable falling off in turnover. Even with the losses taken into consideration, business is one and a half times larger than this time last year, according to Mr. Currie.

"I always come in personal contact with all my customers as often as it is possible," he continued, "and try to get to know the youngsters too. I believe that the head of a firm should not keep himself aloof from the business going on in his store, but infuse his own personality as much as possible into every sale that is made, no matter by whom." Such an axiom as this has often been upheld by retailers and others in many fields of endeavor, but seldom has any man so thoroughly become identified in the minds of his customers as has the head of this firm. The casual observer in the store is as forcibly impressed by the audible stage whisper of a youngster waiting to buy a sailor suit, "Oh, mother, there's Mr. Currie," accompanied by an eager smile of recognition, as by the cheery "How are you, Mr. Currie?" echoed all over the store, as the proprietor passed through. "How do you know them all," he was asked, and again another of his whimsical smiles appeared. "I see them so often, I suppose, and I like them to feel welcome to drop in any time, without any obligation to buy in either store."

Mr. Currie is a firm believer in the use of newspaper advertising as a publicity medium for the clothier. "I have analysed the newspaper field very carefully," he explained "and I have come to the conclusion that there is no need to use more than one paper if its circulation is large enough and reaches the class one wishes to cater to. Having tried out all our local papers in turn, I am satisfied. "I do not believe in wasting time on personal letters or follow-ups," he continued, "as I could not afford the time and I do not believe they would be worth the trouble. I do believe, however, in having my windows tastefully arranged with the same goods as I have on my shelves, so that no misrepresentation can possibly occur by means of a showy display of samples, etc. We change the windows once a week and believe they are important factors in drawing trade."

After becoming familiar with the volume of business done in the store and realizing the fact that its success is entirely due to the personal initiative of its owner, one felt emboldened to ask for a little biographical sidelight on his previous experience and training. "I began as a youngster in the grocery business," was the unexpected answer given by Mr. Currie, and I remained in it for nine years. I resigned because I had come to the

(Continued on page 28)

An Unusual Partnership in Orillia

Roberts, Burnett & Parker Bros. Started Out Last November on Equal Footing — A "No-Sales" Policy—Keeping in Touch With Men Who Leave Town—Take All Discounts

THERE are four young men in Orillia who have formed an unusual partnership. It is not often that one finds four proprietors of a not too large—that is, so far as physical appearance is concerned—clothing and furnishing store. Yet these four men—Roberts, Burnett and Parker Bros.—started out in business on a sound principle, and although they have only been conducting their business between five and six months, they are already casting covetous eyes to some other prosperous town or small city where they will open their second store in the not far-distant future.

Joint Ownership

The sound principle on which they have founded their business is that of joint and equal ownership. Behind it, there is the conviction in all their minds that more enthusiasm, more energy and more thought will be given to their business if they all are vitally interested in the annual statement of the year's business. A sale lost effects more than the salary which they draw at the end of the week—it has its bearing on the store dividends. In lifting their work out of the realm of mere employment to ownership, they feel that the whole atmosphere of the the store and the relationships that are maturing in the store will make for better results. Up to the present time, the results have amply justified the step they took when they came into possession of this business that formerly was owned by J. A. Sinclair. Each month has shown an increase over last year's business, a handsome increase. They are aiming at between three and four turnovers a year and the outlook at the present time is most encouraging.

A No-Sale Policy

"In conducting our business either in Orillia or wherever we may settle, we are going to aim at a no-sale policy the year round. We believe that if we buy carefully there is no necessity for a sale and to avoid them will be the policy of this store," said P. M. Roberts to Men's Wear Review. "The reason why business has kept up with us so well is that we buy often and we pay spot cash for all we get, thereby getting our discounts and allowing us to work on a narrower margin of profits. Whether the clothing men of this province as an association adopt the four-season buying plan or not, we have already put it in force; we buy four times a year and oftener if we find it necessary. We find that that is the best policy to keep our stock in good shape. That is the advantage of buying oftener and we intend to follow this policy throughout. If you are over-stocked and buy six months ahead, things come along that are good merchandise and on which a good profit can be made by a quick turnover but you can't buy them because you have on hand all you can handle."

Take all Discounts

These four partners believe they are in a position to give better values because they take their discounts within 10 or 30 days and pay cash. Not only are they building up a good reputation for themselves in wholesale and manufacturing circles by doing this, but they are able to work on a narrower margin of profit. It helps them with quicker turnover, and they are all committed to the quick turnover policy. Goods lying on the shelves, said Mr. Roberts, is money wrapped up which accumulates interest. Their rate of turnover, during their five months in business, has been up to the standard and they have not held a sale yet.

The Easter Display of Roberts, Burnett & Parker Bros., of Orillia.

Keep in Touch With Removals

A policy which these four men adopted when they started in business was to keep in touch with young men who leave town and whose trade they believe they can hold on to. When such a man leaves town, they get his address and by direct mail advertising keep in touch with him and keep him advised of new things which they are getting in from time to time. Mr. Roberts stated to Men's Wear Review that they had many customers of this kind all over the country. Other than this, the firm advertises in the local papers; but they specialize on their windows which are changed at least twice a week. This is one of the features of their business and Mr. Roberts is thoroughly convinced of the drawing power and the selling power of a well-dressed window.

The four members of the firm make a practice of going through their entire stock every Monday morning, carefully overlooking it and keeping records of it all. When they buy, therefore, they really do buy—they do not merely guess. A careful record is kept by each individual member of the firm as well as an office record of everything that is bought, so that the danger of overlapping in buying certain lines is avoided.

THIRTY-FIVE YEARS.

(Continued from page 27.)

conclusion that there was no future in it for me, and I turned my attention to the selection of another situation. After some consideration I decided to try the clothing trade and to this end, I applied to the wholesale firm of Hewson & Co., then a well known establishment, to take me on their staff without salary, simply to learn the business, which they did. I remained with them for four months and then entered the firm of C. G. Glass as a clerk. With them I stayed for about eighteen months and then decided to start out for myself. So I had altogether about 22 months training, which was quite enough, as it has turned out, as I thoroughly loved my work and realized that I had found my vocation in life."

The Calgary Herald is running a series of articles: "Who's Who in Calgary and Why?" Recently one of these articles was devoted to J. A. Mitchell, who began business in that city over fourteen years ago as a merchant tailor.

G. Milton La Pointe, merchant tailor, of Sarnia, died recently.

The Federal Government is discussing the question of reviving the scarlet tunic for the militia.

The Penman Mill at Thorold is to be removed to the headquarters of the company at Paris.

The Young Men's Tailoring Co., of Toronto, recently suffered a considerable loss of linings and suits of clothes due to a robbery.

J. C. Wreyford, representing Tress & Co., London, England, is back in Winnipeg again occupying his old office in the Hammond Block.

George H. Wassman, of Cornwall, had reproduced in "The Freeholder" of that town the article which recently appeared in Men's Wear Review with regard to his store.

"Ye Old Firme" of Livingston's

Kingston Retail Establishment of Seventy-five Years' Standing Still One of the Bulwarks in the Historic City—"A Name That's a Pledge"—Spring Mark-up To Be Lower.

"A NAME THAT'S A PLEDGE" is the striking slogan of the long established firm of Livingston's, of Kingston, Ontario, which will celebrate its 75th birthday next year. The business done by this exclusive store has naturally adapted itself to the peculiar needs existing in the historic old city, and although the double fronted and extensive building is situated on a side street, and is characterized on the exterior by an old-fashioned appearance in keeping with its dignity, yet it is known and beloved by every student, tourist or lover of the exclusive and unique in matters pertaining to dress, who has ever sojourned in the city.

Kingston is a peculiar old town which has grown upon the eastern end of Lake Ontario on the site of the Iroquois encampment known by the picturesque name of Cataraqui. In the reign of Louis the XIV of France, Cataraqui became Fort Frontenac, named after the French governor who claimed the district in the king's name in the year 1673. One hundred and ten years later the United Empire Loyalists came to Fort Frontenac and renamed it Kingston in honor of the monarch they held dearer than lands and kindred. Thus the old city is almost 250 years old and still holds traces of its bygone history, although now famed as a military and naval center and the home of two celebrated colleges. It has, too, within its confines, one of the largest locomotive works in Canada and sundry other large manufacturing enterprises. Its exclusive residential district centers about Queen's University and the City Park, overlooking the placid waters of the great lake, and disdains the commercial atmosphere of busy Princess Street, the heart of the business section.

Thoroughly impregnated with the atmosphere peculiar to Kingston, wherein a certain aloofness and conservatism of taste are mingled with a ripe knowledge of the exact requirements of the most exclusive members of the smart set in metropolitan centers, is the Livingston store. Whether one be a retired University professor whose sartorial aspirations are bounded only by the imperious demands of increasing girth, or whether one be just entering the Military College, fresh from High School and short trousers, one must perforce go to Livingston's because they are an integral part of Kingston, just as its legends are a part of the place.

Where Tourists Meet

Men all over Canada are familiar with the name of the store, as having once attended one of its great institutions of learning, they owe their first knowledge of dress essentials to the proprietor of the firm. Throngs of tourists likewise come to the city in the Summer months, perhaps to hunt up a bygone Loyalist, an ancestor it may be, or just to revel in the beauties of lake and river and the charm of the Thousand Islands which lie just beyond. To the latter also, Livingston's has an irresistible appeal, for your true American is a prolific purchaser of things British. Livingston's, therefore, find the exclusive agency in Jaeger and allied lines of fine knit goods to be a strong drawing card in attracting tourist trade.

The senior member of the firm is constantly visiting the large cities of Canada and the United States in the endeavor to maintain the standards of the store at concert pitch from week to week. One of the important features of the store is the fact that women are catered to as well as men in the matter of fine sports accessories, coats, scarves, gloves, etc., and are made to feel as welcome as though the shop were a regular rendezvous of the fair sex. Thus, women feel free to shop for themselves as well as for their men relatives, and men are likewise relieved of much mental tribulation when the choice of a gift is under consideration, since Livingston's can always be relied on to advise just that subtle combination of smartness and novelty which is so appealing to feminine vanity.

Evening wear for men is another specialty of the store which may be found in every particular to satisfy the most exacting tastes. Quite the latest thing in vests was noted recently in one of the many glass show cases, made of a delicate champagne tinted silk poplin with a four-button front and sharply cut away points. This was one of the newest importations and a forerunner of smart novelties for 1921.

Novel Bit of Advice

A final clearance sale of Winter overcoats was in progress when a representative of Men's Wear Review visited the store, and from the depleted look of the racks it was undoubtedly a decided success. "A dollar that will buy two dollars' worth is better spent than kept, for it will not buy as much later on," was Mr. Livingston's advice to customers. As semi-annual sales only are featured in the shop, they naturally are more widely attended than they would be were sales of more frequent occurrence. "Of two men running a sale, the one who gives real service and true value for the money is the one who will win a regular customer," declared Mr. Livingston, and without doubt such is the secret of his very evident success.

Lower Spring Mark-Up

The Spring mark-up on merchandise in general will approximate 20 to 25 per cent. lower than 1920 prices, because the firm has always made it a principle to consider replacement values right along, and buys as the need arises. While Easter may encourage buying to a greater extent on account of its early arrival this year, it is felt that the weather is of vastly greater significance in Canada, and the Livingston store will not gamble that weather conditions will be favorable but will make their prices move the merchandise regardless of time or tide.

Dignified advertising in the local papers is the one concession to modern trade competition recognized by the firm, and only the plain statement of the particular line of goods offered is featured. Comparative prices and all other sensational descriptions are carefully omitted, as might well be expected of Kingston's oldest store, with a reputation for honest values built up through three-quarters of a century of experience.

The Good Old Days

"Thirty-five years ago clothing certainly cost less than it does now," remarked Mr. Currie to Men's Wear Review, "for then the average suit of clothes cost about $5.00 and the very highest price was $20.00." Some other items were quoted equally astonishing, when contrasted with those prevailing nowadays, such as men's collars at 8c, shirts at 44c and 76c, spring overcoats $7.00 to $10.00 and silk hats at $2.50. Men's shoes at $2.00 a pair were not out of the way, nor were neckties at 25c. The latter, by the way, were of the made-up variety, then very fashionable and were decidedly crude according to our standards. The prevailing fashion in suitings at that time was in "pepper and salt" colorings in tweeds and other cloths of a rough finish little resembling the soft, smooth fabrics in use to-day, so improved by modern methods of manufacture. The habit of charging two prices was rampant in the Montreal of those days, and only by dint of unflinching determination has Mr. Currie been able to maintain a one-price basis from the beginning of his career.

Make Membership in Association Signboard for Clean Advertising

William Findlay of "The Globe" Addresses Convention on Clean Advertising—Urges Advertiser to Demand A. B. C. Statement—Keep Good Company

A PLEA for clean advertising constituted an interesting address at the convention by William Findlay, business manager of the Toronto Globe. He pointed out, in his opening remarks, that there was a distinction between unclean advertising and fraudulent advertising. Advertising, he said, might not be clean and yet not fraudulent. He said that there were some weaknesses in the laws governing advertising, but he believed that these were pretty well covered by amendments that were being proposed by the R.M.A. and if they were accepted it would mean still cleaner advertising.

The A. B. C.

One of the first things which Mr. Findlay urged upon advertisers was that they ask for an A.B.C. audit of the newspaper in which they advertise. Newspapers themselves, he said, had cut out a good deal of fraudulent advertising by forming an association some years ago known as the Audit Bureau of Circulation which demanded an absolutely truthful statement of the circulation of a publication. He cited the case of one paper that gave its circulation from the press run, and the press was so fixed that it recorded two for every paper that was printed.

"I recommend that you first ask for a report of the A.B.C.," said Mr. Findlay; "and if they have not this report, I would look under the bed and see what is the matter. When you get the report, read it and study it from A to Z, for it will tell you more about circulation than any advertising salesman can tell you in half an hour's talk."

Keep "Good Company"

Mr. Findlay maintained that an advertiser conducting a clean and honorable business had the right to expect clean and decent company in the advertising columns of the newspapers. After the advent of prohibition and the public experience in the purchase of Victory bonds many thought the retail merchant and other legitimate business men would profit by the savings of the people. "To some extent we have been disappointed," he said. "The money is not going entirely into legitimate lines of business or into savings accounts. Much of it goes into alleged securities sold by sleek salesmen—into get-rich-quick schemes of various sorts. I am sorry to admit that this is too often assisted by a considerable number of newspapers.

"You are interested also in clean advertising. In your business and personal life you don't want neighbors who are dishonest or obscene. Why should you have them in the columns of the daily newspapers in which you advertise? The experience of The Globe is that its high standard of censorship of medical advertising and financial offerings pays. We are discussing practical subjects.

Clean Business Is Good

"I am not recommending clean advertising to you on any ground than because clean business is good business. I believe it will pay the merchant as it has paid us. I know that in your own business you are all conducting clean, honest advertisng campaigns, but how can you spread this practice among those who are not? You can do it in the first place by law, but your law will require some amendment as it stands today. You can do it in the second place by practice. You can show the merchants of your community that unless they are playing one-week stands that the most valuable asset they can have is a satisfied customer. The greatest advertising medium in the world is the human voice. Commendation is the greatest advertisement a firm can have. The extension of your membership, as foreshadowed by the president, will mean that if all your members exert their advertising influence in this direction it will not be long until fraudulent advertising cannot live, because it will be known that the business announcements of members of your association are the signboards for everything that is clean and honest in business."

Important Points in Income Tax Law

THE following enumeration of points to be remembered in connection with the amended Income Tax Law in Canada will help merchants to a proper understanding of their responsibility. At the present time when there are so many complications in various forms of taxation it is advisable to have the main points condensed and available for reference, as has been done by the Royal Trust Company, who enumerate the points as follows:—

Tax payable along with return, April 30—at least a fourth. Better pay half, to allow margin for errors, which are heavily penalized.

Form for return must be asked for, not waited for.

Companies and Employers' lists and Fiduciaries' Returns to be in by March 31.

Deferred Instalments due June 30, Aug. 31, Oct. 31.

Tax reckoned on income of calendar year, Jan. 1 to Dec. 31; or on a Company's year ended during that calendar year.

Confiscation of all unreported income, if understatement exceeds 20 per cent.; or half, if from 10 to 20 per cent.

Tax increased 25 per cent. if return is late.

Six months in jail and $10,000 fine for false statement.

Normal Tax, 4 per cent. on net taxable income up to $6,000, and 8 per cent. beyond that.

Exempt from Normal Tax only:—
- $2,000 if married or with dependents, of certain categories;
- $1,000 if unmarried, no dependents; $200 each for children under 18.

Surtax on incomes beyond $5,000—rising from 1 per cent. on first $1,000 to 65 per cent. on all beyond a million.

Five per cent. of both taxes added if taxable income is $5,000 or more.

Exempt from both Normal and Surtax—
- War Disability Pensions;
- Tax-free Bond Interest;
- Gifts and Bequests;
- Life Insurance Proceeds;
- Certain incidental gains from turnover of capital assets outside the Taxpayer's regular business.

Expenditure to be deducted when calculating Taxable Income—
- General Business Expenses;
- Interest on Business Borrowing;
- Taxes, Insurance, Repairs, Depreciation, Mortgage Interest—own residence excepted;
- Payments for own Superannuation;
- Carrying Charges on Securities, not exceeding income therefrom.

Deductions from Tax—
- Income Tax paid to United Kingdom or other British Dominion, or to Foreign Countries if they reciprocate;
- Certain payments under Business Profits War Tax Act and Special War Revenue Act.

Partners pay—not Partnerships.

Companies pay Normal Tax, not Surtax.

Executors, Guardians and Trustees pay for Beneficiaries unable to manage their own affairs.

Accrued and Undivided Profits are Taxable.

Married Women with Separate Incomes make Separate Returns.

Farmers make Returns on Special Form.

"Give The Display Manager Half A Chance and He Will Certainly Make Good"

Display Men Have Had Difficulty in Convincing Their Firms That Window Display Work Had a Definite Drawing Power—Difficulty in Getting Appropriations—Once Convinced, However, the Firm Gives a Free Rein

MR. MERCHANT, what is your attitude toward the window display man? Or, if you are your own window display man, what is your attitude toward your own window or windows? Do you look upon this end of the business as of real advertising value and, if so, are you giving it the proper appropriation in financing your business from one end of the year to the other? If your advertising man and your window display man stand before you asking what appropriations you are prepared to make for the coming year, do you properly size up their relative importance as drawing power to your store? Have you broken away from the old idea that the window is a place where any old thing can be put to get it out of the way? Or do you realize that the window is the front door to your store and that the passerby gets his first impression of your stock and your methods of doing business by the first impression he gets from your windows? If your window display man has come to you and said, "Boss, give me a chance; I've got a great idea, let me put it across," have you looked upon him coldly and said, "No, it costs too much money and ruins too many goods"; or have you given him the chance and been convinced that window display is good business for the store? These are questions which you, Mr. Merchant, might well ask yourself at the threshold of a new season when the window display man is to tell many of your customers what the new Spring styles are like, how they will look when worn, and what value there is in the merchandise which you have to offer for the Spring of 1921. The window display man wants to do his share toward making the Spring season a good one from your point of view. Are you going to give him the chance he is looking for?

Display Men's Difficulties

A recent trip to three American cities does not convince the writer that display men across the line are more skilled than they are in this country. They cannot take merchandise and drape it more effectively, they have not a better sense of harmony in colors, nor is the whole setting of their displays better than they are here. But they appear to have the co-operation of their firms to a greater extent than in this country. They have not reached their present understanding with the heads of the firm without certain struggles with these men. These heads thought nothing of spending hundreds or thousands of dollars on their newspaper advertising, but when the window display man asked them for a relatively small appropriation, it was a different matter. Then, again, the heads of departments wanted to have their say in the matter of window display and would dole out what they wanted in the window, not what the display man wanted at all.

Said the window display manager of one large store to Men's Wear Review: "I first had to convince the head of the firm that the window display work was not in harmony with the rest of the store, that it did not represent the high-class merchandising that was going on on the inside of the store. Then when I went to the display room it was in an awful mess. It was enough to take the ambition out of a man. The first window I had to trim, I had to clean all the fixtures and see that the windows were properly washed and cleaned. The work before had been done by a man who had been with the firm for many years. I told the head of the firm that I must have a good room to work in and that the place must all be cleaned up. It took me a week to have that place cleaned. Then I had lights put in, and the whole place was ready for work.

"The next difficulty was with the buyers. They did not want the merchandise used because they thought it would ruin it. They did not want collars put on shirts or ties put on collars. They would hand me dirty gloves to put in the window and the hat man would want every kind of hat he had in stock shoved in the window for display.

"But all this was changed after the head of the firm was convinced that window display work paid in actual cash returns. He then instructed the buyers and the department managers that they must co-operate with me in this work and that I was to have what I wanted."

Give Them Half a Chance

In conversation with another display man in another city, a man who has won innumerable prizes in window display work, he also enumerated similar difficulties that he had had in his experience as a window dresser. He told of the difficulty he had had in convincing the head of this firm or that one that window display work was an essential part of merchandising goods and that, without it, profits would not be as great. His association with window display men led him to the conclusion, he said, that if the display man were given half a chance he would make good and would convince the management that the money they spent on their window display work was well and profitably invested. "Give the average display man half a chance," he said, "and he will make good." He thought that originality ought to be encouraged by the heads of firms and he went on to point out that ideas that were money-producers could not be worked out without some expense. If the head of the firm was willing to spend a thousand dollars on an advertisement that was only of half an hour's life (he figured that the average person was through with his paper in half an hour, he ought to be willing to spend something near that amount for fixtures or backgrounds that could be used for weeks or months.

The result of the encouragement that firms give to their window display men in these cities is seen in the windows themselves. Magnificent backgrounds are used where they can be used effectively to show up merchandise, the most expensive fixtures are bought for the window, rich velours are bought to give a luxurious touch to the window. Display men are constantly developing new ideas because they are spurred on by the competition of other display men who, like themselves, have their firms behind them for all the expense that is required to make the window a real drawing power to the store. The different associations they have organized have promoted window dressing into the professional class of pursuits until every store of any size whatever has its display manager whose work is entirely devoted to the windows. It is regarded over there as a big job because they have fixed a new value to the work that is done in that section of the store. In some of the stores, the management of the window is down to a real science and each department is made to pay for the amount of space it uses in the windows week after week. The window display man is a high-salaried man whose business it is to help turn over the merchandise in each department throughout the store. That being the case, the firm figures that each department should help pay his salary. Hence, they are charged with window space.

The seventeenth of March is one of the landmarks of history which a man by the name of O'Connell could not, in justice to the distinguished race from which he springs, allow to pass by unnoticed. It is the day of the "Wearin' o' the Green" and O'Connell's, Ltd., of Victoria, B.C., bedecked their windows as befitted the occasion. The windows not only stopped the passersby because of the liberal use of the color that is ordinarily associated with the seventeenth of March and the original touches in them, emphasizing the anniversary in Irish history, but they were exceedingly artistic and attractive. As will be seen $17.00 suits were featured in one window and $35.00 suits in the other. The shamrock shape was used for price cards. The shillaly and the pipes used in the one window were touches that pleased the heart of every Irishman who saw them, and created a good deal of amusement as well.

These windows were designed and trimmed by T. M. Henderson and M. Newett. It seems that O'Connell's could not resist the "17" even in the selection of their place of business, for it is 1117 Government St., Victoria, B.C.

Advertising, Four-Season Buying Plan and Cancellations Reviewed by U.S. Retailers

National Association at St. Louis Passes Judgment on Three Live Questions—Steps Toward the Four-season Buying Plan Taken—Cancellations Condemned by Warning Issued by Association

Of several matters that were discussed at the National Convention of Retail Clothiers of the United States at their recent convention in St. Louis three are of particular interest Canadian merchants because they are topics of live interest here. One was the proper advertising policy for Spring; a second was the four-season buying plan; and the third, the question of cancellations which was one around which bitter feelings were engendered last year. These questions were also dealt with at the Ontario convention, but it is of interest, nevertheless, to understand the feeling across the line with regard to the same outstanding issues.

Advertising

The National convention did not go on record as favoring any distinct line of policy with regard to advertising during lines. Expressions of opinions were heard, however. One view was that a retailer should take the consumer into his strict confidence and tell him that Spring lines would be about 25 per cent. lower than the early Fall prices, but that, even so, the prices would not be as low as those during the months of January and February when forced sales were being held from one end of the country to the other. Merchandise, during these sales, was cut from 30 to 50 per cent. It was felt that if this policy were adopted in early announcements of Spring prices it would not only prepare the consumer for spring prices, but would help the tail end of the February sales.

Another view presented was that the retailer should stop using comparative prices early in February for a period of six or eight weeks until he was ready to announce Spring prices. If, in that interval, he avoided the use of comparative prices and went easy all along the line on the price question, it would materially help the situation when the Spring prices were announced. Some retailers felt that it would be necessary to hold sales all through the year to promote business.

At the state convention of the Kansas clothiers, the same question was discussed and the convention went on record as favoring the featuring of moderate priced clothing in both windows and advertising to the end that the confidence of the public might be restored and customers shown that readjustment of prices had occurred.

Four-Season Buying Plan

The four-season buying plan was outlined as follows: There shall be two buying seasons for the Spring and for the Fall. The mills will show their Fall lines to the manufacturer during the months of December and January, and the manufacturers to show their lines to the retailer during the months of March and April for delivery in July and August. The mills will again show their Fall lines during the months of April or May, and the manufacturers to show these lines to the retailer during July and August for delivery in September or October. According to the plan, the Spring lines would be shown by the mills to the manufacturer in the months of June and July and by the manufacturer to the retailer during October and November for delivery in February; and again the mills will show lines to the manufacturers during October and November and by the manufacturer to the retailer during January and February for delivery in March and April.

No definite action was taken by the association at this convention other than that the plan was referred to the manufacturers and the mills for their expression of opinion and it will then come before the next National convention.

Cancellations

The National Association has taken a very strong stand on the question of cancellations and their attitude is against the disposition of the manufacturers to force the retailer to sign a certain kind of order that will be more binding on him (the retailer), than on the manufacturer himself. "We deem it inexpedient," says the resolution on this question, "for members of this association to give signed orders for merchandise of any kind, and condemn the movement to foist upon the unprotected merchant so called 'rider' clauses on conditional orders whereby only buyer is obligated. In this connection we ask the united cooperation of our membership in refusing to give signed orders until this association through its joint committee with the manufacturers shall have first adopted such a measure, and the same be approved by a referendum vote of the members of this association in convention assembled."

President's Remarks

President Burkhardt, of Cincinnati, in dealing with two of these questions, made some very pertinent observations.

"Retailers should refrain from sensational advertising," he said. "I need hardly remind you who are before me that the use of sensational words and phrases for the mere purpose of holding out false hopes to the public are distinctly within the realm of immorality. I caution you also in giving publicity to January and February clearance sales, in the use of terms or wording leaving the impression that clothing has gone down to the last notch. It is our common knowledge that drastic cuts will be made during January and February considerably lower than the first cut last Fall. Comparison of these clearance sales prices with those we will be required to ask in the Spring, bearing a legitimate, fair margin of profit, shows that these will be considerably higher and are likely to affect us adversely in the eyes of the buying public, who will believe that merchants are profiteering.

"A movement among manufacturers for the establishment of a bureau of commercial contracts has been instituted. Owing to the fact that the National Association of Retail Clothiers was not represented I am unable to favor you with the details of the objects of the proposed bureau. However, the association, without doubt, will be heard before any contract calculated to affect the retailer favorably or adversely is placed in operation. Any contract to be placed before the retailer for signature must first have been submtted to and approved by our association. If manufacturers wish to formulate contracts to bind merchants they should, in the light of good policy, take us into their conferences and confidences. As heretofore intimated, this association does not condone cancellations."

The Edmonton Bulletin recently contained an article dealing with the progress of the Great Western Garment Co. that was started in that city in the year 1911. At that time, the building in which this company began its operations was 25 by 100 feet; it is now a building of some 40,000 square feet; it employs 375 hands as against 12 in 1911, and its turnover last year was $1,500,000 as against $48,000 the first year of its history.

Sarjeant & King, of Barrie, are building up their boys' department by sending by direct mail to the mothers of boys in Barrie and vicinity a copy of the advertisements they run in the Barrie press dealing with boys' clothing.

Suggestions for Show-Cards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

THIS HAT REPRESENTS AN ACHIEVEMENT.

A NECKTIE THAT WILL PUT YOU IN A BUYING HUMOR.

WORTH, WEAR, WARMTH WITHOUT WEIGHT.

THIS VALUE IS SURE TO FIND A MARKET.

CHARACTER AND INDIVIDUALITY IN THESE SPRING MODELS.

A NEW LOW COLLAR AT A NEW LOW PRICE.

AN UP-TO-THE-MINUTE SHOP WITH UP-TO-THE-MINUTE STYLES.

A NEAT STRIPE FOR A LOW COLLAR.

THE HIGH QUALITY STANDARD OF THIS LINE IS ITS BEST SELLING POINT.

WINNING PATTERNS THAT MAKE WINNING STYLES.

RIGHT PRICE, PERFECT QUALITY, CORRECT STYLE, PROMPT SERVICE.

FABRICS OF THE OLD-TIME QUALITY WITH NEW-TIME PRICES.

THE LAST WORD IN A SPRING HAT.

CHARACTER HATS IN THE LATEST COLORS.

IT IS LESS WORK TO SELL THIS SHIRT THAN TO MAKE IT.

A SILK-LIKE SHIRT MADE OF COTTON.

A LIGHTWEIGHT, SNAPPY TOPCOAT—RIGHT FOR SPRING.

QUALITY AND STYLES ARE FEATURED IN OUR SPRING MODELS.

A NARROW TIE—THE LATEST SPRING NOVELTY.

THE NEW COLLAR—LOW, YOUTHFUL, SNAPPY.

THE FEATURE HAT FOR SPRING.

THE LAST WORD IN QUALITY AT THE RIGHT PRICE.

THESE GARMENTS REPRESENT THE BEST THERE IS IN TAILORING AND FASHION.

DISTINCTIVE MODELS AT POPULAR PRICES.

THESE GLOVES ARE WELL KNOWN AND LONG ESTABLISHED.

NOVELTIES IN MEN'S NECKWEAR.

THERE IS NO VALUE IN PRICE UNLESS THE QUALITY IS RIGHT.

A PEARL GRAY FOR YOUNG MEN AND MEN WHO STAY YOUNG.

THE LATEST THING AT THE LOWEST PRICE.

QUALITY PLUS STYLES PLUS PRICE EQUALS CONTENTMENT.

THE NEW SHAPE FOR THE NEW COLLAR.

ZEPHYRS THAT ARE LIKE SPRING ZEPHYRS.

Things Seen and Heard by "The Spectator"

Display Men in Smaller Towns and Cities Should Be Given a Chance to Visit Larger Places for Ideas in Window Trimming—Still Harping on the Old String—Advertising Hints

IN my travels around the country, I get the impression that there still remains much to be desired in window display work. I believe merchants themselves are coming to realize more and more the value of their window display efforts and, at the same time, are realizing the insufficiency of those efforts to meet the situation. Only the other day, a merchant told me that if he could have his windows dressed as they are in some of the metropolitan centres, he could sell twice as much on a Saturday as he now sells, and he went on to suggest that there was a place in the trade for a "travelling display man" who could go from one town to another and give merchants one good weekly trim. The suggestion struck me as being a good one and one that might be made practicable by a little more co-operation between the merchants in their own towns or with the merchants of near-by towns.

Display Men Should Travel

There is, however, another way in which display men can improve themselves if given a fair chance by the proprietor. Even though the display man in the smaller towns may not be a professional window trimmer, there is no reason why he should not improve himself or be given an opportunity to improve himself. It seems to me that the proprietor of the small-town store would do well to send his display man away on a few days' trip three or four times a year. It would not cost him a great deal of money and he would very soon show the results of his travels in improved window display work. There is nothing like travel for broadening one out. A couple of days spent in Toronto, Montreal, Hamilton, London, Winnipeg, Vancouver, or several other Canadian centres; or in New York, Chicago, Buffalo or a dozen other large cities of the United States would yield a harvest of ideas to a young man in search of them.

Grasp The Idea

I often find that display men in the smaller towns look upon the city window as impossible of accomplishment so far as they are concerned. In some respects it is, because there is the lack of space which permits of elaborate backgrounds. But there is always an idea in even the largest windows which can be carried out on a smaller scale. Take, for instance, a window reproduced in the last issue of this trade paper, that of Kleinhan's of Buffalo—the one showing boy's clothing. In that window there is an elaborate background. But there is a very simple idea in it that could be carried out in the smallest window. Every merchant carries boys' clothing, and an original display carried out along this line could be made very attractive in a small way. There were two other reproductions containing ideas that could be readily copied—that horse show display from Rochester and the orchard of straw hats from the same city.

One of the best display men known to the writer, when he first came to the city in which he is now doing business, made it his business to see every window display in that city every week. It was ideas he was after; and by combining the idea he grasped in this window with another idea he grasped from another window, he worked out displays of his own and rapidly rose in his profession, until he has taken first prizes in international contests. Now, he takes three or four trips every year to some of the largest American cities to keep himself fresh with regard to window display work. I think proprietors in the smaller towns who frankly admit that there is room for improvement in their window display work would do well to send their young window trimmers to some of the near-by cities a few times during the year. I am convinced that they would be surprised at the results that would follow.

Still Harping On The Old String

The other day I walked into a store and was struck by this display card: "Arrow Collars, Regular 35 cents, now 24 cents." My strong conviction is that it is poor business to still further pursue the policy of referring to values that are now gone forever. It is an incredulous public that will continue to accept such quotations when nearly every merchant in the country is selling Arrow Collars for 25 cents and has been for some months. To refer to these collars as "Regular 35 cents" is a long way from the mark. I quite agree with what President Fitzpatrick said with regard to the continued use of comparative figures in merchandising this Spring. To refer to prices that have passed into history is misleading and tends to throw discredit upon clothing merchants the country over. In certain centres, strong efforts are being made by local clothing associations to arrive at an understanding with regard to the discontinuance of comparative figures for a period of months. Behind this effort is a most laudable desire to educate the buying public to the new values that now obtain in all men's wear lines. The merchant who quotes values that are gone forever, is to use a vulgarism: "throwing a monkey wrench in the machinery," and, in the long run, is doing himself no good. In my travels around the country, I learn that merchants who have gone back to merchandising in the regular way, merchants who are steering clear of sales altogether, are doing the best business.

Hints Regarding Advertising

It will be well for advertisers to watch very closely their advertising from this time on. Any inaccuracies or exaggerations are liable to run foul of a new officer that is being appointed by the Dominion Government whose duties will be to scan advertisements to see that the "truth, the whole truth and nothing but the truth" is contained therein. This step is the result of the unceasing efforts of the Retail Merchants' Association to bring about better ethical standards with regard to advertising and to weed out, by prosecutions in the courts of the country, the dishonest advertiser. Clothing men the country over know that irreparable harm has been done to the trade during the last year by men who have not hesitated to give expression to misleading statements in their advertisements. As a matter of fact, I happen to know that advertisements that have recently appeared in some of the large city dailies are now in the hands of the men who will, in time, be officially appointed to this position, and are being closely examined.

I think the outlook for a more conservative tone in advertising is very bright as a result of this new office that is to be created. A few examples made of reckless advertisers will do much to introduce a tone in advertising which will soon engender a more confident feeling on the part of the public.

Victoria Merchant Emphasizes Value of Training

George Straith Says It Is An Investment That Always Yields Dividends—Quality the First Consideration—The Use of Price Tickets

"THERE is no doubt about it," said George Straith, of Victoria, B.C., to *Men's Wear Review*, "the time that a man spends in training is an investment that will pay dividends as long as he cares to engage in active business." Mr. Straith is a graduate of a school in Chicago, and has never stopped studying the arts of window-dressing and card-writing. In one of the window-dressing contests conducted by the *Haberdasher*, New York, Mr. Straith carried off one of the diplomas awarded to the Champions of America.

"Ever since I opened up in Victoria, I have promoted amateur lacrosse, hockey and baseball teams. I have pitched ball myself both in the East and West and am keenly interested in sport of all kinds; while my object primarily has been sport, you will see quite readily that my business has been helped greatly at the same time. I have built up a steady trade among those who are good dressers and have stocked only the best of every line. I don't think a salesman has ever sold me on a price canvass—but I have always time to listen to a salesman who has a quality line and can show me better material, better style, and better workmanship. I can always sell the highest class merchandise and get a profit, and make a friend, but the odd times that I have listened to the plausible 'cheaper price' salesman I have been properly 'stung.' This has been particularly true in clothing. Twice now I have taken a chance on a few cheaper garments, to sell at a lower figure and both times I have lost money and endangered good customers. The fronts of the coats have 'broken' and the garments have looked like 'hand-me downs' after they had had a little wear. But with this line," and George waved his hand affectionately toward his wardrobe and he launched off into a eulogy that would warm the heart of the made-to-measure tailoring house concerned. Mr. Straith is absolutely convinced that the line he carries represents the acme of modern tailoring perfection. He had the coat off your representative and as he showed one model after another the while we admired the effect in large combination mirrors, I must confess that your scribe looked quite presentable.

"I have had the fellows come in to me," said Mr. Straith, "and tell me that they had been canoeing at the 'Gorge' and had fallen in, remarking, 'Well, I guess the old suit is ge-fritzed now,' I would have them bring it in; press it up, and the garment looked just as well as when it left the shop. It pays to pay a few dollars more for suits, if you can feel certain that the extra money will be put into extra value in the garment."

Mr. Straith sells a surprising share of the neckwear sold in Victoria. This business has been gradually increased by always displaying a wide range of shades, patterns, and silks. Imported woollens and the best domestic knitted goods are tastefully shown. A large business is done in ready-to-wear and made-to-measure dress suits, tuxedos, etc.

There is a great divergence of opinion regarding the use of price tickets in the show window.

Mr. Straith is one of those who, while realizing that all the elements necessary to complete a sale are not in an unpriced window, has decided that for the class of trade he serves, the price is best omitted from the window display. "My customers do not come to me to buy cheaply; they come to get quality. I am afraid that were I to place any emphasis on price, my quality reputation might not gain by it. When one of my customers buys an expensive overcoat from me, I believe he likes it just as well if I don't advertise the price he paid for it. We do use small cards on our window displays drawing attention to some feature of the articles displayed; such as the kind of tweed, the name of the style, or the maker's name."

For a small store (25 x 50) George Straith has a very attractive furnishing store, and carries a large range of stock. Quality and dignity are in evidence in the interior displays, the window trims, and even in the deep piled carpet that covers the entire floor.

APPROVE TURNOVER TAX

(Continued from page 24)

The Manufacturers' Case

G. H. Douglas of Thornton & Douglas, Hamilton, and William H. Lamont of H. S. Howland, Sons, Ltd., Toronto, ably presented the case of the manufacturers. The contention of the manufacturers was that every article from the primary market forward should bear a one per cent. tax by the seller. In submitting figures on which to base their argument, Mr. Lamont cited that the internal turnover of the country throughout the different gradations of business would be about $18,000,000,000. A one per cent. tax on that amount would yield the Government $180,000,000. The argument of the manufacturers was that the tax proposed, or the application of the tax proposed by the retailer would pyramid until it would add anywhere from five to ten per cent. to consumer cost. It was argued that the retailers' proposal would result in tying up a good deal of capital in goods because the tax would be paid before the goods were disposed of. A tax, they believed, should be placed on consumption.

The Wholesalers' Case

Hugh Blain and A. C. Pyke handled the case of the wholesale grocers which substantially agreed with the retailers. Mr. Pyke, in presenting his resolution, stated that it spoke for 98 per cent. of the wholesale grocers of Canada. Mr. Blain questioned the statement of manufacturers that their plan would mean pyramiding to the extent that they held it would. Suppose, for instance, 5 per cent. were placed on the manufacturer. The wholesaler would add, say, 12 per cent. which would mean 5.60 cents. To this, the retailer would add another 25 per cent., equalling 1.40 cents or a total of about 7 cents. It was pointed out, too, that, admitting for purposes of argument that the collection of the taxes as proposed by the retailer would result in pyramiding, it would not, in the end, be any more than the one per cent. tax placed on the three gradations of business plus the increased cost of collection if the tax were applied to 200,000 retailers.

In brief, these were the cases presented by the different interests. T. W. Learie, speaking for the Credit Men's Trust Association, took sides with the manufacturers. The whole matter was discussed for many hours during Wednesday and Thursday, March 30th and 31st, and after all arguments had been heard, the matter was placed in the hands of a resolution committee which brought in the report printed above.

J. A. Banfield, Winnipeg, President of the R.M.A. of Canada, presided throughout.

The quotations of the American Woollen Co. for Fall are, in some cases, 50 per cent. below the prices of last Fall and anywhere from 6½ to 12½ per cent. below the stock prices quoted last January.

Displays in the Montreal Shops

Windows Are Very Colorful and Take on the Easter Hues—Display Men Are at Pains to Show Seasonable Merchandise in the Most Attractive Way — Contrast in Prices From Year Ago

MEN'S wear windows and show rooms in Montreal during the days of waning winter and warm winds spring's approach have become the centre attraction for the throngs of pedestrians ho frequent St. Catherine or St. James reets during the busy hours of the day. erhaps it is because we have been so long customed to the word "sale" and its atten- ant price-tags and rather crowded window splays that the present transformation rikes the passer-by with more than usual terest. It is a noticeable fact that in front every haberdashery shop wherever one oes are gathered two or three men who ap- ear to be seriously considering the con- nts of the windows as though the choice of necktie or hat or shirt were a matter of ore than passing moment. Whether this vival of interest in things sartorial is due the fact that the average masculine ward- obe is badly in need of replenishment just ow, or whether the man in the street had ecome weary of the inevitable sale window, ie fact remains that the situation has im- roved all round and it is quite time that it d.

St. Patrick's Day offered an unusually good opportunity for retailers to get away from the aforesaid monotonous repetition of sale windows, and seldom has Montreal been so distinguished by "the wearin' of the green." Not only did haberdashers feature entire windows of emerald hued goods, but everywhere were potted shamrocks, festoons of ribbon and streamers in profusion to heighten the effect. A most striking showing was that noticed in the R. J. Tooke store at the corner of Windsor and St. Catherine Sts., where a harp of the largest proportions occupied the position of honor in the centre of a well arranged showing of furnishings, tied with plenty of green ribbons. Green flags and clay pipes were used with good effect in most of the other stores.

An early Easter has had a wonderfully invigorating influence upon trade in general in Montreal. The weather also has conspired to instil a longing for something new into the hearts of even the most indifferent. Perhaps also the lavish use of wonderful potted plants in the smarter windows has something to do with the unusual interest taken this Easter in all kinds of store displays. The department stores of course gave much prominence to men's wear during the week preceding Easter, notably Goodwin's Limited. Two of their largest displays featured men's and boy's clothing in distinctly artistic arrangement. The backgrounds in each case were grey against which the graceful and uncrowded grouping of lavender and mauve furnishings stood out effectively. Silk and wool taffeta shirtings faintly striped in these delicate tones were arranged on stands, interspersed among which were the usual accessories—socks, gloves and ties in the same shades or in harmonizing colors. Towards the centre was placed a huge terra-cotta pot of purple hyacinths upon a dull gold pedestal. Another variation on this theme was shown during the week before, when effective use was made of six garments only, three topcoats and three sacks. The latter were placed upon forms which showed off the neat pencil striped effects, while the former were draped from stands to show the half linings. A wax figure representing a man of fifty years or so, dressed in faintly striped

A handsome window display by Morin & Frere, of Montreal. Orchid and purple tones were used and a very striking effect secured. The big rose bush presented a good contrast.

serge, centred the display and added much dignity and balance to the whole.

The Jas. Ogilvy store also featured a grey background for their showing of Easter men's wear. In this case, the display man added much to the attractiveness of the window by the use of a kind of window box filled to overflowing with all kinds of flowers in one shade of dull blue. This was placed directly at the back of the window and provided the only color note. Six garments were shown in this case as well, representing the variety of styles offered this spring.

Leaving outer garments for a time, another display worthy of comment was observed in the handsome display of the Max Beauvais shop on St. James St., where a large showing of the newest in haberdashery was on view. The feature of the display was the remarkably colorful collection of striped neckwear of heavy corded silk cut on wide flowing lines. Three inch stripes running across the tie diagonally showed very pronounced contrasts, such as scarlet on grey, grey on navy or garnet on green, etc. Novel striped effects in knitted silk ties were also shown, both in the new slanting stripe and in the straight horizontal effect. Smart fawn spats of medium weight cloth and gloves of several different neutral tones showing the new hand stitching were cleverly arranged, together with walking sticks of different woods. An interesting note was provided by the introduction of a new type of golf club among the different accessories, and was doubtless a highly important attraction to the numerous devotees of the game constantly passing the store. A particularly clever handkerchief was also noticed in this display, of dull blue lawn, beautifully initialled in hand embroidery in lozenge effect, and neatly bordered in a hair stripe of fawn. The "sporting" note was decidedly in evidence in this display, as demonstrated by the jaunty flecked tweeds, the clocked hose and the shaggy hats of black and white fabrics.

Further along St. James St. one noticed quite the most artistic display observed in a long time in the window of Gibb and Company. Against a wonderful panelled background of blackened Jacobean oak were artistically draped three of the smartest and most luxurious of satin lounge robes for men. Oriental in pattern and color, yet delightfully effective and useful, the shades of rose, yellow or purple on grey grounds stood out in most distinguished simplicity against the severe background. Two other drapes of softly striped silk shirti[illegible] were placed towards the front and comple[illegible] the entire display.

The East End of Montreal is rivalling [illegible] down-town section in the matter of w[illegible]-appointed men's wear shops as eviden[illegible] by the appearance of several decide[illegible] smart displays during the past few we[illegible]. Morin & Frere are showing some fine [illegible]-ported English shirts, striped faintly i[illegible] a delicate mauve, together with socks [illegible] neckwear to correspond in the same seas[illegible]-able shades. Display stands of moder[illegible] height are used with excellent effect in th[illegible] windows, which are further improved by [illegible] addition of a potted rose bush in full blo[illegible] placed upon a centre pedestal. Eng[illegible] worsteds in cool summery greys, showing [illegible] newest single and double-breasted effect[illegible] sack coats, and one or two covert cloth t[illegible]-coats are shown in the other window. [illegible] tags are employed in either window, [illegible] in fact, in many of the Montreal displays t[illegible] the present time. Displays are tending [illegible] play up the quality and the newness of [illegible] goods rather than price, and the absence [illegible] tags is a distinct improvement where arti[illegible] effects are in question.

(Continued on page 39)

This original display, arranged by Adrian McBeth, of Charles Heashorn, of Montreal, shows how the artist links up current events with his window display work. A few months ago he conceived the idea of using movie advertising to push his own displays, and the resulting window proved entirely successful as a means of selling evening clothes. Inside a large post card representing a horse shoe he printed the announcement, "Tom Moore, Before and After 'Hold Your Horses.' Clothes Make the Man. Come in and See What Ours Can Do." Two other clever posters showed Tom Moore in a hobo's garb and in correct evening dress, side by side with coat forms dressed to correspond, with a pair of tattered trousers and a street sweeper's brush at the left, and the usual accessories of silk hat, cane, etc., at the right of the dinner jacket.

The theatre which ran this particular movie was only too glad to loan the necessary photographs and, later, had the display photographed to feature in its lobby—a result which worked advantageously to all parties concerned.

Believes it is Better to Cut Prices and Say Nothing About it Than to Hold Sales

McAskill & Simpson of Montreal Have Never Run a Sale—Only Buy What They Are Certain They Can Sell—Promoting Sale of Footwear.

THE firm of McAskill & Simpson, haberdashers, of Montreal, has the distinction of being the last men's wear store at the western end of St. Catherine street, and although it might almost be termed a "neighborhood" shop on account of its situation in one of the better residential districts, it caters almost exclusively and with the utmost success, to a medium class custom to whom price and value are of more importance than style or last moment novelties. Mr. McAskill, the senior partner, is a Scotchman who came out to this country over thirty years ago, and has taken so kindly to the land of his adoption tht he has settled down permanently in it. After spending some seventeen years as a clerk in a men's furnishing house, Mr. McAskill felt satisfied that the time had come for him to branch out in a store of his own, where he could put into practice some of the precepts he had evolved during the term of his apprenticeship. Eight years ago the two partners went into business together, and selected the present location of the shop as being just what they wanted. Their friends, however, prophesied a speedy downfall and failure for them, saying that it was absurd to think of getting any business so far uptown, unless they were prepared to deal entirely in expensive and exclusive novelties. Nothing daunted by these depressing prognostications, the store was opened, merchandise was selected for the stock, which would have a real appeal to men understanding values and even a thought was given to possible women customers by the inclusion of a line of sweaters as well.

That was eight years ago. Everyone knows that the average furnishing store had unusual difficulties to combat during the war years, when merchandise for civilians mounted month by month and men became almost a drug on the market after the tax came into force. McAskill & Simpson however, reaped the benefit of their unflinching determination to stay in business despite set-backs, and first, by keeping to moderate prices and second by force of instilling a feeling of sincere friendliness into each sale transacted across the counters, succeeded in establishing their business firmly, and with more and more success each succeeding year.

Asked by a representative of Men's Wear Review to what reason the firm owed its unique success, Mr. McAskill replied: "For one thing, we believe in giving value to our customers, and we are always on the look-out for bargains to pass along. We have one price for all, which we adhere to, despite the frequent efforts of our customers to persuade us to make reductions. We never hold sales and do not approve of them, for the simple reason that it is better policy to cut prices and say nothing about it if goods are not selling quickly, than to publish the fact and maybe misrepresent the facts in order to achieve a sensational effect. We are here to serve customers who want good, plain, service, giving merchandise at moderate prices, and we buy just what we are certain we can sell and nothing more. When we take stock it is all our own, and we start a new year knowing exactly where we are, and how much we are to the good, and are under no obligations to anyone whomsoever. We have found that our particular custom is heaviest at lunch time and after office hours, so that we are kept pretty much on the jump between twelve and one and from six to seven o'clock in the evening. We close at seven four nights a week and stay open until ten on the remaining two evenings."

One of the features of the business is the fact that it includes a line of men's footwear, priced at startlingly low figures. Asked how he could make it worth while to carry such a line, Mr. McAskill explained that he found the practice of picking up job lots of footwear from the makers at special prices to be an excellent plan. "I carry a full range of men's brogues worth, in reality, around $11 a pair, which I can sell for $4.95. That hardly sounds possible, but I do it on the understanding that what is not sold I can return to the manufacturer or jobber without any further obligation. But so far we have been able to sell between 250 and 300 pairs in the last three months, which is exceptionally good for footwear sales at present, and furthermore, each sale made was extra business which we probably would not have done had we not featured such low values. And when a man gets a pair of boots for such a reasonable price, he is more apt than not to purchase something else while in the store."

"We are glad to make exchanges of goods which are not satisfactory," continued Mr. McAskill, "but such occurrences are very seldom necessary. You will notice that our window display features a large assortment of merchandise of all kinds, with prices clearly marked. That system is really the best plan nowadays, as we find customers invariably ask to be shown some socks like the ones in the window at $1, and so on. You will also notice that people get into the habit of stopping in front of our window and studying the goods for quite a while; whether they come in to buy or not is immaterial; they get into the habit of associating our prices with good quality merchandise, and generally come in later on and ask if we still have such and such a thing which was displayed a few days ago. Men are always in a hurry down-town, but up here they usually take time to look at store windows as they go along. If they cannot come themselves, their women folks come for them, and we are beginning to do more and more trade through wives and mothers than we ever did. Older men rarely change from one thing to another, but prefer to stick to the same style in most kinds of apparel, so women do not have much difficulty in selecting for them. Women are not as good judges of merchandise as one would think, but they are distinctly worth while catering to."

MONTREAL DISPLAYS

Continued from page 38

The R. J. Tooke uptown store is featuring straw hats in two new styles even at this early date, together with two or three smart pearl grey fedoras. Potted lilies interspersed among the headwear provided the proper atmosphere and a softening note to the severity of the display stands.

The new narrow tie is being shown everywhere together with the latest collar styles in starched and soft models. A particularly seasonable showing of new neckwear was featured by the C. A. Workman store on McGill Street in one of their smaller windows. Several smartly tied cravats were displayed against a light background and underneath a neat show card announced that "no neater knot could be tied, even by a clergyman." Elaborate use of backgrounds is made by this firm in each of their many windows along the lines of pastel tinted settings wreathed in spray and festoons of flowers.

Speaking generally, however, it must be said that there is little radically new merchandise offered this Spring, and what there is, is distinctly conservative and dignified. In sporting accessories more latitude is noticeable and it is in this direction that we may expect to find more real novelty as the Summer draws nearer. Retailers are making up for the absence of the more pronounced and extreme furnishing fads by extra care in the arrangement of their displays and in the choice of those settings which will attract more than the ordinary amount of curiosity and interest evinced by passers-by. And where price teags ar employed still greater interest is manifested, and these useful little salesmen, be it noted in passing, are reappearing even in the windows of the most exclusive stores as silent reminders that prices are showing a decided contrast to Easter 1920.

Original Window Displays by Firm in Montreal

Charles Hearshorn's Display Man Gives Some Unique Touches to His Window Arrangements—Featuring Current Events—The Use of Colorful Backgrounds.

THERE is no publicity work that can be undertaken by a store more valuable than that afforded by the show window. Just as one's personal appearance carries an impression that influences opinion, so the show window to the passer-by expresses the personality of the store. There are stores that never have anything constructive or educational to say to the public; they have only one object and that is to emphasize merchandise values, and to that kind of a store that is satisfied with piling a window up with commodities carrying a price ticket we have nothing to say.

The subject of "windows" is as complex as the subject of salesmanship. There are firms who are so well established that they feel that they do not need window displays. They are like the old gentleman who said to his son, "My boy, if you want to make a good impression, the first requisite is clothes. Dress well."

"But," said the young man, "you don't dress particularly well."

"That is true," was the reply, "but I have made my reputation. I am known for what I am. You are being judged by your appearance."

So with a good many firms. Some seem to think that they have become sufficiently well known after a spasmodic and short-lived attempt at newspaper advertising coupled with a special window display at Easter or Christmas, others simply do not trouble about either, but go after business in what they consider to be a more conservative and dignified way.

Realizing that clothing displays are at best but monotonous affairs, no matter how novel the cut or superfine the quality of the garments may be, the young manager of the Charles Hearshorn clothing store in Montreal has concentrated all his talents of inventiveness and artistic ability on the origination of window settings which will attract and hold the attention of passers-by along that particularly busy section of St. Catherine Street, in which the store happens to be located. Always striving after the elusive "something different," this young artist, whose name is Adrian McBeth, has succeeded of late in devising really notable effects, entirely through his own skill. On this page will be found one of his achievements in this direction, which have resulted in phenomenal extra business for the store. The Easter window which was one of three especially decorated for Easter week, is reproduced to show the effect of a floral setting as a means of enhancing the ordinary clothing window. The background is arranged in easel effect draped with soft folds of velours in bright shades of tomato and old gold. The background of the landscape scene is mottled blue and white which shows up most effectively at night when the six powerful lights above the window are lit. The low plateau fixtures in each window are re-painted by Mr. McBeth every fortnight in keeping with each new color scheme, and all the other accessories such as flowers, draperies, etc., are also changed, so that no display ever repeats any feature which was used before. In this particular display, the

(Continued on page 41.)

This is the display outlined in the accompanying article, a display arranged by Adrian McBeth, of Charles Hearshorn's, of Montreal. The streamer across the top of the window has on it the words, "Special Reductions for Easter."

Anticipates Biggest Year In His History

N. Phillips & Co. of Cornwall Have Held No Sale in Fifteen Years — Strong Believer in Poster Advertising—Is Drawing Card for Tourist Trade.

ALTHOUGH a men's wear store may be located in a small town principally noted for its factories or its farming district, yet it may still be the equal of any similar establishment to be found in cities many times its size. In the old days the general store was able to cope quite successfully with any and all demands for merchandise which were likely to be felt by the townspeople, and the specialist in any one line was regarded somewhat suspiciously as all innovations are apt to be treated. In the store of forty or fifty years ago produce was often exchanged for merchandise and the store consequently was obliged to carry a little of everything from coal oil to paper collars.

To-day this is all changed in the case of small towns which cater to the owner of a Ford runabout or the feminine element which is quite familiar with what is being worn on Fifth Avenue. To-day, in the small town, the dealer in furnishings for men no longer specializes in heavy mackinaws, overalls or work shirts, he goes quite to the other extreme and recognizes the advisability of carrying smartly cut and well-made suits and snappy haberdashery to meet the critical needs of local Lotharios.

The firm of N. Phillips & Co., of Cornwall, Ontario, is just such a store—one which has grown up with the town and can look back on over forty years of uninterrupted and successful trade in men's furnishings and clothing. It has been successful in building up cordial business relations with the factory trade which makes this town its headquarters. Although not luxuriously appointed, yet the store is modern in service and equipment, and "does the business." All sorts of wearing apparel are carried in the store, from the most expensive suit for the business man of quiet tastes to the plain, serviceable but inexpensive working clothes so indispensable to the workingman. There are fine grades and heavy grades of everything carried in regular stock, so that almost every need can be satisfied. This knowledge has only been acquired through long years of patient study of local conditions and tastes, and by most careful adjustment of prices and goods to meet as nearly as possible each individual requirement, by Mr. Phillips, senior, who now relegates a great part of the management of his business to his son.

Mr. Phillips does not believe in holding sales and has not held one for over 15 years. According to him, the prevailing local habit of holding a three day sale beginning on a Saturday is not a profitable plan, as owing to the intervening Sabbath interest is always lost and Monday's and Tuesday's selling is never satisfactory. If a sale is to be run successfully at all, he maintains, it should be begun on a Thursday in order to wind up with greatest effect on Saturday. Newspaper advertising and window display featuring the sale should be carefully planned to compel interest and lead up to a climax, otherwise the idea of making a quick turnover on certain goods must fall short of its goal.

Mr. Phillips is a strong believer in the use of poster advertising throughout the neighboring counties as a means of attracting motorists during the summer months. Tourists are plentiful in the vicinity of Cornwall, particularly Americans from the State of New York, who perhaps are tempted to purchase more freely in Canada than at home on account of the advantage of the exchange in their favor. That the Phillips store makes an effort to carry just the right range of merchandise to attract tourists also goes without saying, and thus the motorist, the farmer, the mechanic or the humble factory-hand can and do find a welcome when they drop in for any purchase whatever. Mr. Phillips advertises in two local papers but nevertheless believes that the more important trade is that which he secures by posters along the line of the railways or the high roads.

While business with him has never felt the least depression at any time in his long history, yet Mr. Phillips professes to anticipate the biggest year of all this year and admits being incurably optimistic regarding the future in the men's wear business. He is closely in touch with the solid element of Cornwall and its environs and says that there is nothing wrong with Cornwall even though some of the factories have been feeling the prevailing depression of the last few months. Conditions are quickly improving, he stated, and the local banks are full of American money which is being spent in the town. Therefore, in Mr. Phillips' opinion the coming summer will see things normal and prosperous in Cornwall.

ORIGINAL WINDOW

(Continued from page 40)

summery effect is enhanced by the clever use of the large bees poised upon the trellis which supports the climbing flowers, and the little rustic flower stand blends in naturally with the painted blossoms on the set behind.

The price tags in this window are another feature worthy of comment. Each garment bears its own tag, each of which is uniform in design, representing a yellow chicken appearing from its shell against a pale mauve ground. The figures are clearly drawn in heavy black ink, and those in the foreground are framed in old gold. Instead of using large display cards to announce any special features in his displays from time to time, Mr. McBeth prefers to use a large poster across the top of the two larger windows, which he designs and executes personally. Prior to the Easter showing he displayed a very artistic woodland scene in pastel colors, with a cut-out section in the centre made of aluminum paper around which a shining rim of light comes through at night. This was changed for a clever reproduction of Easter lilies and rabbits which Mr. McBeth quickly sketched from a design on a post card while chatting with a representative of Men's Wear Review. "I always use heavy pebbled wall paper, either in all white or in gold or silver for these posters," he remarked, "and a heavy quality of cardboard for the backgrounds, which I cut out with a hand saw to represent vases, frames, or whatever effect I desire. It does not take long to sketch in the figures and to color them, and the cost is very little in comparison with the results received."

Although the different settings and posters made by Mr. McBeth are original and more than usually attractive, yet he believes in altering them every fortnight at least, in order that passers-by will always be on the lookout to see what changes have been made, and the old ones are discarded entirely, never being used again nor loaned to anyone else. In this way, Mr. McBeth says the store has achieved a reputation for originality which is a decided asset as regards selling the garments. The centre window, which is somewhat smaller than the others, recently featured a monster rabbit seated upon a bench, playing a mandolin, painted in effective colors upon heavy board. This clever sketch drew forth much favorable comment from customers who remarked that it was unusual to see such attention to seasonable display in a men's wear store. This design, by the way, was adapted by Mr. McBeth from a candy box cover, and called for no particular outlay of time or expense.

FRENCH IMPORTS FROM U. S. DECLINE

Paris. — Official figures of French imports for 1920, just made public, are 35,401,951,000 francs, showing a decrease of 350,000,000 francs from the preceding year, but an increase in tonnage of 12,500,000 is shown, due principally to increased importations of raw materials.

The heaviest shrinkage in imports is from the United States, the total this year being 7,061,721,000 francs, compared with 9,218,000 francs in 1919.

Exports last year totalled 22,437,757,000 francs, an increase of 10,555,157,000 francs over the preceding year. Goods sent to the United States were valued at 1,770,892,000 francs, against 892,801,0000 francs last year.

Vital Points in Salesmanship Among the Boys

Mr. Wheaton, Head of Boys' Department in Montreal, Says Men Make Better Salesmen Among Boys Than Women—Though Talking to the Mother Don't Forget the Boy —Avoid Vital Mistake of Telling the Boy His Suit Makes Him Look Older

SCARCELY more than a boy himself is Mr. Wheaton, the energetic young manager of the boy's department in the John Murphey departmental store of Montreal, yet though only in his early twenties, he has an enviable record both at the front during the war and in his business career. Mr. Wheaton might well be called a specialist in boys' apparel as his department covers everything essential to the wardrobe of youngsters between the ages of two and seventeen years, and is well known to mothers all over Montreal. So popular is the department, indeed, that it is no uncommon thing for Mr. Wheaton and his assistants to serve one thousand customers on a single Saturday which is fairly good work in a department of not much more than 100 square feet of floor space. Mr. Wheaton has developed many interesting theories regarding the selling of boys' clothes which he discussed with a representative of Men's Wear Review this month. According to him the good salesman is a specialist, is preferably male and necessarily a keen judge of human nature. While it may seem that a woman sales clerk would have a certain affinity to the boy, which would tend to make her a better agent in selling, yet Mr. Wheaton inclines to the idea that men are more relied on by the mothers when selecting the apparel for their boys. While every rule has its exceptions, of course, he says that women seem to have a belief that men in the business have a superior knowledge of boys' clothing and show an inclination to prefer them. "I have tried out the plan of having a woman sales-clerk to attend to the little ones of two and three who are being fitted in their first real suits, but I found that she naturally wanted to go after bigger sales and to make good in general selling as well as handling the infants' side of it. So I had to return to an all male staff which is probably the best after all."

Regarding the location of a boys' section in the store, Mr. Wheaton had a word to say. "I believe the boys' department should be on the ground floor of the building, so that a mother with one or more children can reach it with out having to use the elevator or stairs. I have moved my own down from the fifth floor to the second and hope eventually to get it located permanently on the main floor. Just now it is alongside the footwear section, and only this morning a customer who was buying boots for her small son was attracted by our large sign, "Boys' Clothing Shop" and came over to see what we had. Before she left we had secured a cash order amounting to $62 which was entirely unexpected as she said she had only come in to look round."

According to Mr. Wheaton, the salesman in the boys' department must have the gift of being able to size up a customer at once and the sizing up process becomes instinctive and a habit. "When I see a boy come into the section," he explained, "I say to myself, that's a 12-year-old size boy or a fifteen-year-old size boy and it is the most important thing in impressing the mother favorably, that one should hit the right size right off. The ability to size up a customer both for mental and physical characteristics is one of the things that counts in selling successfully. I try to get a garment on the boy," continued Mr. Wheaton, "especially as the mother knows her boy requires a suit, but has no definite color or style in mind. She will say that she does not like this or she does not like that until it is actually on the boy's back, then the attitude changes. When I get the garment on the boy, stating perhaps that I am trying it on for size, then the suit begins to look attractive and generally those who say they are only looking around change their mind when the suit is actually on and the sale is made. I never believe in selling a mother a cheap suit. Our class of customers are able to pay well and are not at all attracted by bargain prices. Women are much better judges of value in clothes than men and are not so often misled by appearance and deceived as to value."

"In selling clothing for boys," continued Mr. Wheaton, "of course, in the majority of cases the appeal is made to the mother, but it must be remembered that the boy is listening to all that is being said. To enlist the boys' aid in clinching the sale the remark, 'Isn't that a manly looking suit,' usually wins him over, but one must be careful to avoid letting the mother think that the garment makes her boy look really older. That is one of the vital blunders which a good salesman never makes. When one knows one's customers personally as I do and meets them again year after year such difficulties are naturally eliminated."

"Many retailers of boy's clothes advise the keeping of records regarding every sale in order to follow up customers or to be assured that the purchases give satisfaction. This is an admirable plan in a smaller shop but is almost impossible in a departmental store section. We are too busy and handle so many hundreds of new customers constantly that we would be swamped if we attempted it."

Advertising is another of Mr. Wheaton's hobbies, and he believes that it is of the utmost importance in the successful handling of boys' trade. Newspaper advertising is of course incorporated in the store's regular copy and usually features week-end specials in suits, etc, the year round. But there is just one thing emphasized by Mr. Wheaton in speaking of his advertising and that is that he objects strongly to the use of the word "snappy" in speaking of boys' clothes and he will not allow it to be used. "Such a word as snappy," he explained, "is not liked by our customers, and we avoid its use always, employing such adjectives as 'smart' or 'serviceable' if necessary, but preferal I use no adjectives at all, and merely st the type of garment and its price togeth with the range of sizes or colors. That is that a mother needs."

"I also believe," he continued, "in setti aside one week in August each year and c ing it children's week. This should co just before school opens and may well ap to girls' as well as boys' clothing of cour During this special week we give aw souvenirs bearing the name of the firm, a these I know, are greatly prized by t youngsters. One year we gave every b who bought anything in our department handsome leather watch fob with an e amelled seal showing the British bull d on the Union Jack. Last year we h standard rulers made for us, printed on o side with the words, 'This is a good rule Buy boys' and girls' clothing at Murphey' This was presented to all customers in t store during that week, and it is safe to s that a large proportion of the rulers in use Montreal schools this year are stamped wi the name of the John Murphey Co pany." Another year a base-ball bat w given and was greatly appreciated, one litt fellow even recalling the fact to Mr. Wheat recently and saying that he had coaxed h mother not to go anywhere else becau Murphey's always gave such nice things boys! Apart from these features the a vertising is of a good straight-forward n ture calculated to appeal to discriminati and well to do customers.

To an enquiry as to the best type of clot ing to handle in a boys' department, M Wheaton stated in his opinion a national advertised brand was the best choice for a man about to start a boys' store or sectio as, if the brand is a good one, half his cam paign is won in advance. But in the ca of a well established concern or a departme store, buying of stock can best be done fro different makers who will often have a sma lot of garments which can be disposed of at quick sale at a moment's notice. which only feasible in larger stores.

A well managed boys' section cannot fa to be a business builder for a store as i use is undoubtedly to act as a feeder for th regular departments later on. Family trad is almost always established where the chi dren are well looked after and there is n better advertisement than a satisfied moth under the sun. An instance of this occurre just prior to the interview with *Men Wear Review*. A mother residing in Wes mount sent her 17 year old boy in alone t the store to get a suit at a sale featured la Saturday and as luck would have it there wa just one lone suit in his size which fitted hi to a T. The suit was exceptionally goo value for the money being reduced ver much on account of being the last one. Th mother was delighted and evidently told he

Continued on page 43

The Value of Illustrations In Newspaper Advertising

R. J. Devlin of Ottawa Finds That Specially-drawn Photos Make Attractive Cuts—Says That They Are Repaid for Expense Incurred

THE value of illustration in any form of advertising is becoming increasingly recognized in all lines of business. For every one cut used five years ago, at least twenty-five are used to-day. These come from a variety of sources—from services purchased by newspapers and available to advertisers, from manufacturers and advertising agencies, and from services purchased for their own use by retail merchants requiring a large number of cuts.

No matter what the source of supply, a cut, properly used, greatly increases the effectiveness of an advertisement. Every one, wittingly or unwittingly, likes pictures, and an illustration will often catch the eye where even the "loudest" type will fail to get it. When this much is accomplished, the reading matter stands a good chance of getting the attention desired.

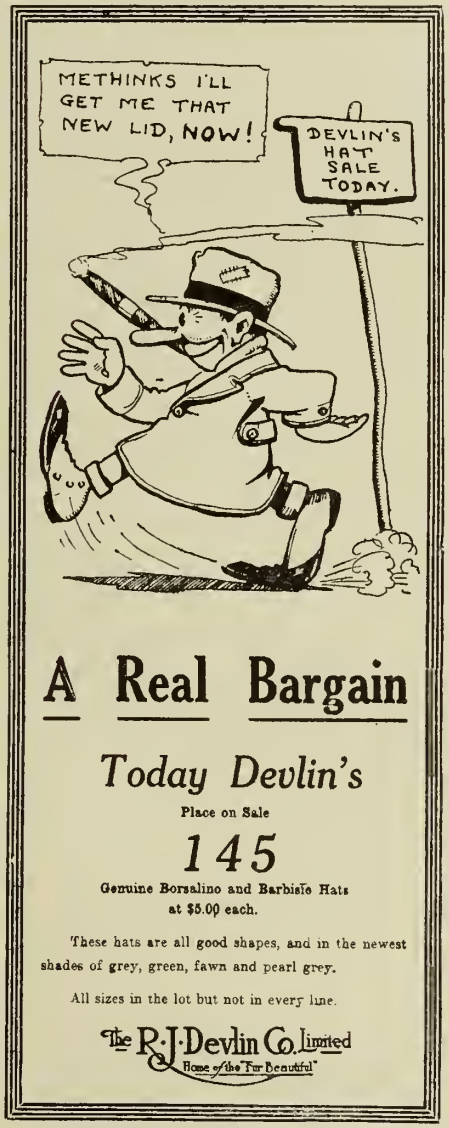
Of all illustrations, the most effective is the one specially drawn for an individual business, but, unfortunately, the cost is so high as to be considered almost prohibitive by the average merchant. The cost of having a special drawing and cut made is much greater than that of a "service" cut, and it is "out of sight" when contrasted with the fact that one can obtain cuts without charge from the majority of newspapers or from various manufacturers. On the other hand, the individual illustration carries an effect that cannot be obtained in any other way. It is notable that use of these is increasing to a decided extent.

An excellent example of this trend is provided by the R. J. Devlin Company, Ltd., of Ottawa. During the past few months, this fur and haberdashery house has been using quite a number of individual hand-drawn illustrations, and these have attracted much attention in the trade. The drawings are the work of Burton Burney, the Devlin ad. man, who also is an artist of much talent, and the comment they have aroused in the capital has, in itself, well repaid the firm for the expense involved. A specimen is reproduced herewith, and speaks for itself.

The expense has not been so great as might be first thought. The original drawings have been made a great deal larger than they appear when reproduced in the newspapers. These original drawings serve as striking window cards, and those similar to the one reproduced are always good for many laughs—and sales.

The Devlin store has not attempted to use such illustrations regularly, but it is using them at sufficiently frequent intervals to convey the distinctive and "different" idea to a discriminating clientele.

The writer does not intend attempting to draw any moral from this little story; that must be left for each reader. The article is merely submitted as a contribution to the very important dicussion of "How to keep stocks moving," in these days when sales are harder to make than at any time in the past five years.


METHINKS I'LL GET ME THAT NEW LID, NOW!
DEVLIN'S HAT SALE TODAY.
A Real Bargain
Today Devlin's
Place on Sale
145
Genuine Borsalino and Barbisio Hats
at $5.00 each.
These hats are all good shapes, and in the newest shades of grey, green, fawn and pearl grey.
All sizes in the lot but not in every line.
The R. J. Devlin Co. Limited
Home of the Fur Beautiful

Reproduction of an advertisement run by R. J. Devlin Co., Ltd., of Ottawa.

AN ORIGINAL ADVERTISEMENT

Here is an original advertisement recently run by the High School Clothes Shop in Montreal:

Uncle Jack says:

"We all have our private opinion about the man who invented Euclid and Algebra—

"There's solace and comfort in the ease and the svelte feeling that a well-designed and goodly tailored suit will bring to a Boy.

"Sometimes I hear criticism of the assistants in my shop—they have given the particular customer a feeling that this shop is not theirs—all men are careless at times.

"Behind the scenes, the Boy and his Parents own this shop, and they can get what they like, and when they like it."

High School Clothes Shop,
472 Guy Street.

VITAL POINTS IN SALESMANSHIP

(Continued from page 42)

friends about the remarkable bargain she had got without even going with her boy to the store, and on the following Monday, Mr. Wheaton received a telephone call from one of the friends asking if he had another of those suits as her boy needed one. On hearing that they were all sold, she replied, "Oh, well, I'll send him in just the same, for I feel sure that you will see that he gets what he needs, and that it will look well without being too expensive." That remark in reality, sums up the ambition of the manager of Murphey's boys' department, concretely and accurately and at the same time conveys the fact that that ambition has been achieved.

The visitor cannot but be favorably impressed by the appearance of the entire section, which is just now temporarily overflowing into the rest of the second floor, owing to the opening of Spring clothes and the approach of the Summer holidays. A long row of glass fixtures lines one side and display an almost endless assortment of ties, blouses, underwear, sleeping suits, shirts, etc. In the centre are arranged several large display tables upon which odd samples of reefers or suits are laid out to aid mothers in the choice of the right sort of garment. The regular stocks are ranged in wall fixtures at the other side, while hats and caps are kept in deep drawers underneath. It is rarely that a more or less complete outfit cannot be sold to a customer in this progressive department, and what is more, in few stores in Canada is there such close attention given to the correct fitting of the garment on the part of the staff. It is obvious that quite as much, if not more attractiveness can be expressed in children's attire as in that of adults, and in England and France the small boy stands pre-eminent as regards the charm and individuality of his clothing. Practicability and manliness are never forgotten, but the grace and freedom of the young body are always emphasized by designers and clothiers to children on the other side. Therefore, the retailer in clothing for Canadian boys may well endeavor to advance practical and artistic development in the garments handled in his store, and try to give service as in the case of the young manager referred to in this article, so that mothers will put their boys into his hands unreservedly, feeling the fullest confidence in his judgment and taste.

Adding to Profits by Increasing Handkerchief Sales

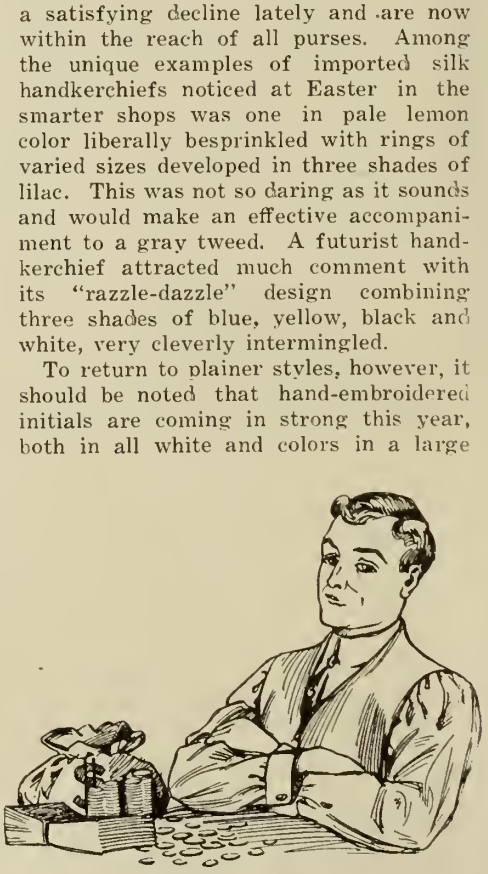
Is a Smart Accessory to Men's Attire Too Often Neglected—Prices Are Now Very Low—Colored Borders in Demand—Montreal Showings.

"THE importance of the handkerchief in the masculine wardrobe is never sufficiently estimated," remarked a leading Canadian manufacturer to Men's Wear Review recently. "How seldom you see handkerchief displays in the windows of men's wear stores, yet how attractive and artistic such a showing would be," he continued. "Here and there you see a novelty or one or two plain linen styles added to a trim along with gloves or socks, but even inside the store, a customer has no idea what is in stock or even how prices are at present. If he has mislaid or forgotten his own he will drop in and buy one, taking probably the first thing which comes under his observation, and the salesman very likely thinks more of pushing something more costly at the same time and neglects to talk up the subject of more handkerchiefs just then. Handkerchiefs are consequently regarded as rather unimportant except at such seasons as Easter or Christmas, and then the retailer goes after the women's trade and features pretty boxes and all sorts of novelties. If a man buys a suit of clothes, he is invariably asked if he requires anything in shirts or neckwear or collars to complete the outfit, but nothing is ever said about the humble handkerchief, which often provides just the one harmonious or jarring note in an otherwise up-to-date suit. It was a common sight last winter to see ex-service men fish out a khaki handkerchief, which is decidedly unattractive with ordinary business clothes, with the remark that they always forgot to lay in a stock of regular white ones, or expected 'the Mrs.' would give them some as a birthday gift, etc. There are really a hundred and one ways that handkerchief sales can be pushed, no matter what kind or price, and as an average linen style costs from fifty cents upwards, it is just about as profitable as the average necktie."

"From the aspect of prices, too," he went on, "retailers should realize that as far as imported varieties are concerned there is no time like the present. Over on the other side, the looms are empty, and the makers are offering substantial reductions in order to obtain business. The work is mainly a cottage industry, being distributed by the linen manufacturers among the peasantry, who are in dire need of assistance at present. From good authorities I hear that prices will advance to the old basis as soon as the looms are filled up with orders in the near future, and it will be some time before conditions will warrant offers as low as the present ones. In the meantime, our own domestic makers are coming to the forefront as well, although chiefly in the cheaper grades which will appeal strongly to mail order houses, etc."

A visit to some of the smarter shops in Montreal revealed the fact that colored borders are decidedly most in demand at the present, especially in pure Irish linen varieties with woven inner borders. Half inch solid borders in gray, purple, blue or fawn are about equally popular, and are often further improved by the addition of quaint geometric patterns in harmonizing tones inside the outer edge. Fine lawns and silks are rather more quiet just now, but had a pronounced success at Christmas and Easter. In the latter class, by the way, there is a distinct tendency to have both handkerchief and necktie to match, developed in a crepe finished silk, patterned in rather fantastic oriental effects or else in solid plain colors. It is expected that this fad will enjoy considerable vogue during the coming Summer months for accompanying sports flannels, as then the handkerchief must necessarily play an important part. Prices on these silk novelties have shown a satisfying decline lately and are now within the reach of all purses. Among the unique examples of imported silk handkerchiefs noticed at Easter in the smarter shops was one in pale lemon color liberally besprinkled with rings of varied sizes developed in three shades of lilac. This was not so daring as it sounds and would make an effective accompaniment to a gray tweed. A futurist handkerchief attracted much comment with its "razzle-dazzle" design combining three shades of blue, yellow, black and white, very cleverly intermingled.

To return to plainer styles, however, it should be noted that hand-embroidered initials are coming in strong this year, both in all white and colors in a large variety of sizes and patterns. The "L... John" initial, in a sort of fancy b... design is decidedly popular with men now, being more noticeable and effec... than the smaller sizes. In these all w... linen styles the average prices asked ... Montreal retailers are $21 a dozen ... thereabouts.



Montreal, it was pointed out in ... store, does a tremendous Summer t... in handkerchiefs with tourists, especi... during the months of July, August ... September, when domestic and impo... linen varieties are snapped up quic... Many of these purchasers remark to ... sales clerks that it is impossible to ... such good qualities in the United Sta..., and that across the border, such go... are poorly made, with unsatisfact... colors, etc. "They buy us right out," s... one man interviewed, "and it pays to k... right up to the minute with the b... grades to satisfy the demand."

An important factor in pushing ha... kerchief sales is the question of boxi... A few years ago, handkerchiefs w... generally sold in quantities of a h... dozen or a dozen tied up with ribb... perhaps, and little or nothing w... thought of providing a box especially ... the gift. The Irish makers, howev..., were quick to see the advantage of p... viding attractive folders, envelopes ... boxes with any quantity, varying fr... one to a dozen, especially adapted to h... day trade or for general purposes. Wh... it concerns children's lines, of course, t... utmost liberty is possible, and ma... charming conceits are on the mark... which undoubtedly have a reviving eff... on trade. Men in general, however, wh... they are purchasing for their own p... sonal use, are more attracted by t... transparent sealed envelope, as bei... perfectly sanitary and fresh.

One enterprising Montreal firm whi... specializes solely in handkerchiefs of ... sorts announces that its prices are fu... 30 per cent. lower than those quoted la... year, on both cotton and linen lines a... that good qualities can be obtained ... low as eight cents a dozen. It is offeri... as many as 300 different ranges at pre... ent and is installing much additional m... chinery to turn out the finest initiall... and embroidered varieties as well. ... connection with the problem of selli... initialled goods, this maker pointed o... that in this country there is no hard a... fast rule about which initial to adopt, a... that consequently, if a retailer is out ... a certain letter or is overstocked on a... other, he should enquire the full initia...

(Continued on page 52.)

Kingston Merchant Celebrates First Anniversary

George Van Horne Passes Through a Troublesome Year With a Bigger Turnover Than He Expected — Value of Social Connections in Business — Giving a Good Deal of Variety

APRIL, 1921, is an anniversary month of much significance to one haberdasher in Kingston, Ontario. It marks a mile-stone in his career that should be an added inspiration to him (as well as to others who are consumed with a like ambition,) as he continues to climb upwards towards success. It is the month during which he will celebrate his first birthday in his own store, and only those who have struggled successfully against the uneven odds of last year as retailers of men's furnishings can fully appreciate the real and full significance of such an anniversary.

The hero of the event, George Van Horne, of Princess Street, Kingston, does not consider that his story is worth comment, but his fellow citizens think differently and give not a little well deserved praise to him when referring to his success.

He has been a life-long student of the retail furnishing business and obtained his training from one of the most successful of the older men in the game, with whom he remained for many years, namely, E. P. Jenkins, of Princess Street. Combined with the sound training which he received was another rare advantage, a most essential one to success and one which is probably the most important factor in the establishing of a business. This quality may be described as a friendly personality, and no business can get along without a large reserve fund of it ready for emergencies.

George Van Horne has only one regret now. "I am only sorry that I did not start in business for myself years ago, while I was playing hockey, baseball and all the other sports," he says, "for I believe one has to mix with people all the time and get to know everybody and be interested in everyone and everything, if he wants to be successful. The only really right way to build up a business is to found it on a basis of real friendship with everybody, so that every customer who enters the store will be more like a guest or a friend dropping in for a social visit. The retailer should not neglect the social side of life and tell himself that he has no time for it. It is by far the best advertisement he can have, to be successful socially, and to be prominent in civic matters. I do not mean that he should ever neglect his work for these things, but rather the retailer should make his spare hours work for him, and be above all things a good mixer."

Mr. Van Horne is no believer in the hail-fellow-well-met type of manner accompanied by back slapping and other noisy demonstrations of regard. A quiet manner, few words, quick perceptions, warm sympathies and inherent good taste and judgment are in his opinion the necessary things to cultivate after the spirit of friendliness.

His store reflects his personality and yet has an identity of its own. Mr. Van Horne is of the opinion that variety is the spice of life in business as in everything else, and this saying might almost be taken to be his slogan, it seems to have so important a bearing upon the business.

As one enters the store there are three large glass show cases ranged down the left side, smartly trimmed with various items of men's wear. Seven days later these cases will be pushed out slanting-wise from the wall so that each can be seen from the entrance at once. In another fortnight, their respective positions will be changed again and so on every week. The interiors of the cases also are like Jacob's coat of many colors, and one week will be lined with a vivid color and the next with neat black and white stripes, and so on. The display windows correspond in the matter of decoration with the changes wrought in the store fixtures, so that a delightful harmony of color or grouping is always before the eye of the customer.

Mr. Van Horne is a keen follower of the methods of display adopted by the smart haberdashers of the United States and imports most of his clever ideas from that source. He finds the use of some twelve different kinds of papers in different colors and patterns of immense value in making his backgrounds for displays, and says that they simplify the work greatly, besides always appearing neat, clean and uncrushed. Recently, his display window background was divided into five narrow sections, each of which was faced with a black and white checked paper panelled with narrow bands in striped effect. Against this was arranged a clever display of men's evening clothes and accessories all in black and white as well, centred round a form in full dress. The only note of color in this magpie arrangement was the brilliant purple and red of a sports sweater in Varsity colors which was posed in the front of the display.

Mr. Van Horne believes that it pays to be the local representative of a well-known brand of clothing as the makers usually relieve the agent of much of the responsibility in advertising at certain seasons. Therefore, it is only necessary to use the newspaper for quick sales in between times, when one or two big spreads will do more good than a small space used more frequently.

The Van Horne store caters to a wide range of customers, including students, business men and industrial workers. It is situated further up-town than any of the other men's stores but this has not the slightest effect upon the volume of trade done. When it is remembered that the proprietor began business under the handicap of the luxury tax and had to make good against all the manifold troubles which beset the furnishing trade last Summer and Fall, and has actually reached the point where he can say on his first anniversary that his turnover has been much larger than he expected, the significance of his achievement will be more fully understood.

Those of longer experience in the retail game as well as those who are about to make the plunge will offer their sincere good wishes to this Kingston merchant whose anniversary has proved that obstacles may sometimes be stepping-stones to success.

The above is a display by Leo Watson, of London, Ontario. In combining new Spring suits with new hats, nothing is lost because of the sparing use of merchandise in the arrangement.

Store Front Creates Sales

H. J. ST. CLAIR SPEAKS ON VALUE OF WINDOW FRONTS IN MERCHANDISING GOODS

"Value of Up-to-Date Store Fronts" was the subject of an address at the Ontario convention by H. J. St. Clair, of Toronto. He began his address by referring to a large departmental store in New York which followed the policy of charging each department with the window space they used. These charges ranged all the way from $5 to $100 a day, totalling $500 a day from all the departments, showing the value that was placed by this firm upon window space.

Height of Display

Mr. St. Clair, in referring to window display work, stated that the proper height of display was created by the sight line, which was four feet six inches from the sidewalk and the trim display should be above and below this sight line. The window display man should then determine what article he wanted to feature and he should then place it in the proper position to display it prominently. Other articles of merchandise should be selected which would harmonize with the feature article. The selection of accessories, such as flowers, colors, etc., should be made very carefully as these were important in setting off to the best effect the feature article of the whole display. The use of artistic show-cards and the lighting effects were means of drawing attention to the window, and the whole effect should be to create a desire in the mind of the passer-by that he will want to buy the articles he sees in the window.

How Windows Sell Goods

Mr. St. Clair quoted statistics to prove that window display work was the greatest factor, in some instances, in selling merchandise. A certain underwear firm, he said, had made a canvass of some eight hundred consumers and a large number of retail stores to ascertain why they had bought their line of underwear. The result of the investigation showed that 42 per cent. had bought because of the window display, 21 per cent. through the individual efforts of the salesmen, 20 per cent. because of newspaper advertising and 17 per cent. because of the recommendation of friends.

The speaker held that the modern store front would create sales and would prove itself a good investment. The design of the front was an essential to sales and the depth of the sales window should be determined by the class of merchandising carried. Three feet six inches to four feet six inches, or an average of four feet, brought the best results except in a store where merchandise was piled in the windows in carrying out the policy of the store to operate on a sales basis. The up-to-date store front, Mr. St. Clair said, should pay for itself in four years and the retailer should set aside each year a definite sum for his window display work.

Helping With "First Longs": Given a Separate Department

Buffalo Firm Encourage Their Trade by Linking Up Special Department With College Sports—Paintings Represent Sports in Which Each College Successful

THERE comes a time in the life of every boy when he feels that he is too big for Sunday school. He has reached the age when he feels a bit shy and out of place with the little fellows who still romp about in bloomers or "shorts," yet he has hardly reached the age when he is a "regular young man." It is the stage between boyhood and young manhood when he is more sensitive about himself than at, perhaps, any other period of his life. It is the age when he is about to buy his "first longs."

Have Separate Room for Them

Kleinhans, of Buffalo, have recognized this boy and his feelings in their store. They have set apart a separate room for displaying the "first longs." They know that the youth of this age does not want to shop in the boys' department any more, and that he is even a trifle shy about having mother and father come along with him. If his parents must come, however, he prefers to be alone in a room where others cannot see him and realize that he is still under guardianship. For the wearing of the "first longs" in the life of every boy is a turning point in his career. He goes into this separate room with the uncomfortable feeling possessing him that he is an overgrown boy; he comes out of it feeling that he is a young man and that he has done something as wonderful as passing an important examination that stamps him as a graduate from one class to another. Kleinhans say that the idea has proved to be a very successful one and that young boys who are turning down the roadway to young manhood like it because of its exclusiveness from the other departments of the store.

How It Was Worked Up

After the idea had been conceived, it was still another matter to work it up and it seemed that the only way to do it was through the schools or colleges for young men. Kleinhans got in touch with the principals of the Buffalo schools and invited them or their athletic lea r to a meeting where the plan would e outlined. They received a very g d response. Then it was that Kleinh s told them they were going to dev e seven or eight panels in this dep - ment to paintings of college sports. n Buffalo, there are interscholastic me s held yearly in all kinds of sports an t is inevitable, of course, that one sch l will win the coveted honors of the y r in one, or, perhaps, more lines of sp Kleinhans told these athletic lead that one of these panels would be devo to their school for a painting of wh ever sport in which they were success during the year in winning the cha pionship. So that there would be feeling that partiality had been sho they asked the leaders to draw for th space, and they did.

The result of the experiment is t this department is now beautified w seven or eight excellent drawings sho ing boys at sports of one kind and a other, baseball, football, rowing, hock etc. They indicate the particular sp in which each of the colleges has be successful during the year, and they a changed from year to year to keep with the changing championships. T effect in the department is very plea ing. The merchandise shown in the d partment is encased in glass and t models for young men who are about wear their "first longs" are exceeding bright. The styles for such young m vary considerably from what young m wear, that is, the "young men" we ref to when ordinarily speaking of t styles for young men.

Follow Up With Advertising

Kleinhans are at considerable pains t keep in touch with these young fellow Through the different college pape they run advertising which keeps th young men informed of styles in ge eral and Kleinhans' in particular. The have been running this department fo some time now and have found it a ver successful venture.

The Men's Wear Business of D. K Book, 117 Hastings West. Vancouve B.C., has been incorporated for $50,00 as D. K. Book, Ltd.

A. Harry Wolfe, hat manufacturer, o Montreal, recently made a business tri to Winnipeg and from there covered th territory to the coast.

The Survival of the Fittest

We Are Entering Upon a Period of Prolonged and Keen Competition—Business Is To Be Had by the Aggressive Business Man—Don't Stop Your Advertising

CAREFUL students of the trend of business are of the opinion that we are entering upon an indefinite period of keen competition. Various estimates are made with regard to the duration of this period; some believe it will be five years while others claim that it will run almost a quarter of a century. The conditions leading up to the probability of such an era of competition may be clearly indicated. During the war, and in the years that have followed the war up until a few months ago, it has been an easy thing to make money. Men in business for themselves, men who were working for others, all shared in the prosperous times without any great effort. Demand was always greater than supply in practically every market of human activity; and where such a condition obtains efficiency is, in a large measure, crowded out of the market. Mushroom concerns sprang up all over the country in the manufacturing, wholesale and retail fields. They lived, and thrived and had their day with other concerns that had been in the limelight for decades or quarters of centuries. To escape business taxes, elaborate bonuses were distributed and large salaries were paid which did not represent the true measure of service. Men got a false estimate of their value to their firms and to society in general.

The Turning of the Tide

Then came the turn of the tide. Nine months or a year ago, shrewd observers began to hint at "the inevitable break." It came and with it the landslide in prices. Wise men had prepared for the rainy day and took their losses at the beginning of the storm. These were the efficient. Only the inefficient tried to hold up prices because they sought what measure of protection they could find in the storm. With the turning of the tide, came the test of efficiency. From that day it became evident that a new period had dawned in the commercial world, a period in which the old law of the forest would again reassert itself—the survival of the fittest.

This is the period which shrewd observers say we are entering now—a period of keen and prolonged competition. Such a period has no fears for the aggressive, wide-awake, live business man. The past five years have been years in which the inefficient as well as the efficient have made money; the coming years will be years in which the efficient will make money and will survive the test of time and competition. This will be true not only of nations but of individuals. As individuals, therefore, it is wise to make a careful examination of the various systems in operation in our stores and the principles which govern our business to see if there are not some things which impair the efficiency of its management.

Business is to be Had

In Canada, there is no room for the pessimist. Sound financially, economically, and with natural resources and those national characteristics which make for permanent development, Canada has nothing to fear. With agricultural development, manufacturing and retail interests will keep pace. Our in-coming settlers are, as they should be, for the land, and the results of their efforts will soon be manifest. We can confidently say that the worst phase of the readjustment period is over. Business is to be had if business men will get after it. Reliable returns obtained from business men in the retail business go to show that business in January and February was even better than a year ago when we seemed on the very crest of the wave of prosperity. This information was obtained by the MacLean Publishing Co. from leading merchants in many towns and cities in the Dominion. It goes to show that, during these two months, efficiency was working at top speed, because it meant that more sales had to be made to bring in greater returns in view of the lower prices that obtained a year ago. We have also got information from manufacturing concerns which goes to prove the same thing, namely, that business is to be had if it is gone after in an aggressive manner. A fairly good indicator of business comes from information obtained from a firm manufacturing office furniture and fixtures; this information is that their business during the past few months has greatly increased, showing that merchants must be doing good business or they would not be spending as much in office furniture and fixtures. Throughout the whole country embracing the smaller cities and innumerable towns and villages, business has been kept up to a healthy level; the depression that has been felt more keenly in the large centres of population is not characteristic of the smaller places.

Don't Stop Advertising

There is usually a tendency on the part of merchants when planning a campaign of economy to cut down on their advertising. Bradstreet reports that between 80 and 85 per cent. of the failures in Canada and the United States last year were among men and firms that did not advertise. Consistent and persistent advertising is not only a business-getter but a steadier of conditions that, to many men, are unsettling. A panic in the business world could be started in no easier way than for everybody to stop their advertising. People would immediately begin to ask what was the matter and something would "be the matter" in a very short time. To stop advertising is to neglect one of the first essentials of success in a period of keen competition.

A Time to Work

Competition means work, and planning one's work. During this period of competition, turnover should be given the most careful attention of every business man. Increased turnover means more profits and lessened expenses. Every effort that the merchants of this country make should have as its objective greater turnover. It is a time to work for turnover, and a time to plan for it as never before.

An attractive display by W. F. Boughner, of London, Ontario.

The Markets at a Glance

Retail Business All Over the Country is Reported Good—Many Manufacturers Are Selling More Than They Are Manufacturing—May Be Shortage of Goods in Few Months —Lively Sale of Belts.

ALMOST without exception reports reaching us are to the effect that the retail business throughout the country is in very good shape. It does not seem to have the same vim that the ladies' trade has; but the first three months this year show that the volume of trade has been well maintained, even if the profits have been somewhat sacrificed by the inventory loss. Merchants have evidently promoted business by lively methods which they will do well to continue during the whole year. The year's business will, more than has been the case for many years, be a test of efficiency. Keeping costs down and the volume of business up can only be done by one method—greater turnover; and many merchants the country over have realized this early in the year.

From the manufacturing and wholesale end it is still apparent that there is some liquidation in progress. The retail trade is still buying most carefully. The reflection, as expressed by one manufacturer, is that the manufacturing and the wholesale trade are selling either more than they are making or buying. They, too, are either liquidating heavy stocks or are keeping step with the retail requirements. Easter has brought the usual impetus to seasonal requirements, and with delayed buying of Spring goods, the manufacturing and wholesale trade have experienced a considerable "kick" to business. Some of the lines, however, are still quiet.

Some of the clothing houses are still running overtime and are behind in some of the shipments. Many manufacturers with whom Men's Wear Review has talked have said they are not figuring on a year of profits. They, too, are trying to maintain or even advance their rate of turnover; and some of the houses have more travellers on the road at this time than they have ever had before in their history. "We will be glad to liquidate our stock and come out even," is the way one manufacturer stated the case. "We may make a little money in the Fall, if there is good business; but anything we make then is already wiped out by the big losses we have taken in marking down our stock to present-day values. We are striving to increase our agencies all over the country and I may say that we have more men on the road this year than we have ever had in our history." The tendency amongst manufacturers is to mark costs to the retailer a little lower than is really justified, so that contingencies that may arise will be met even bef[ore] they arise.

On Fall business there is some placing going [on], though not to any great extent. Retailers seem satisfi[ed] to keep up with the requirements as they develop [day] by day. Costs based on raw materials and production are not likely, so far as the present outlook is concerned, to be much, if any, lower than at present.

Manufacturing and wholesale hatters have had a couple of lively weeks in their trade. The demand for the pearl grey has been very great, and there have been some reinstatements of cancelled orders. There has been a good run on imported lines. The Sandringham hat, the one for which the *Daily Mail*, London, England, gave one hundred pounds, is not having a great run: but it is being used to advantage as a window appeal by many display men all over the country. The cap trade seems to be a little quiet at the present time, though there are some excepions to this.

Shirt manufacturers say that they are getting plenty of orders for all the less expensive lines, and they are having difficulty in meeting this demand from the trade. The more expensive lines are not in demand to nearly the same extent. There has been the briskest kind of demand for the low collars that are being featured at the present time, to the extent that deliveries are somewhat behind in many instances.

The neckwear trade, for the time being, is most being done on the narrow shapes to suit the low collars. Other lines are more or less quiet. Some manufacturers who had large wholesale accounts are suffering because the wholesalers have not yet liquidated their stocks. One manufacturer in speaking of both neckwear and hosiery stated that they were all selling about double what they were making; production is considerably under the demand. He predicted that there would be a shortage in nearly all lines of men's wear before many months because this policy was being pursued by most of the manufacturers of men's wear lines.

There has been a good trade in belts during the last few months, in spite of the fact that the season is a little early for their purchase. One manufacturer stated that their response up to this time of the year was considerably better than a year ago.

Advertising is Like Life Insurance It is no Good if Allowed to Lapse

And on This Policy Arch Dover of Cornwall Keeps on Increasing His Business — Getting Acquainted—A Fashion Show—Novel Forms of Advertising

IT would be pretty hard to find a more enthusiastic disciple of the creed that "it pays to advertise" than Arch Dover, proprietor of the firm of Dover's Limited, of Cornwall, Ontario. There is no aspect of the retail game in relation to men's clothing and furnishings which presents even the shadow of a problem to him, so long as he can continue to win friends and admirers through his inimitable advertising. Advertising, to Arch Dover, is a regular investment, or rather a kind of life insurance, which must be kept paid up to date regularly, and never under any circumstances allowed to lapse or treated as a secondary consideration. "It is the advertisement which builds up a business," he says, "and if you let your interest slip, it's just like throwing away real money and just so much good work wasted."

Every possible phase of the advertising game is familiar to Arch Dover, from every-day newspaper copy to the personal letter, and the kind of publicity stunt which is most often only tried out by big city stores. "If you want to be something, get on the map," is apparently his first commandment. And from his own experience as a stranger coming to Cornwall to open up a business, publicity is the one and only agent to employ in order to become quickly and permanently established.

About two years ago, the firm of N. J. Fraid, furnishers, of Cornwall, dissolved after some 33 years' successful business. The purchaser of the store and good-will was Arch Dover of Shawville, Que., who decided to take a chance and make a bid for success in the quickly growing little town. Having decided upon the name "Dover's Limited, Cornwall's Smartest Men's Shop," he carefully laid the plans for his opening campaign.

Shaking Hands in Cornwall

Within a few days, everyone who wore clothes in Cornwall received a neat and artistically designed folder mailed to them personally. On the outside of the folder was a hand outstretched for a cordial greeting, and underneath were the words, "The Glad Hand." The recipient, upon opening the folder which was sealed for mailing, was further accosted by the words, "The Cordial Smile," printed on the blank page inside, and finally, opening out the large sheet in full, was faced by Arch Dover's own photograph beside the following words of introduction:

"Getting acquainted with all Mr. Fraid's customers and the boys around town is our earnest desire. Knowing them all personally, and making them feel as if they were old friends instead of new customers is what we aim to do.

"Many years of experience in the men's and boys' clothing and furnishing business has taught us this — knowing people personally enables a firm to cater to their wants and provide a service that is impossible when a customer is considered as 'just a customer.'

"All lines carried will be of proven quality—stylish, and priced within reason. It will be a pleasure to show you our wares at any time—whether you buy or not. Come in and get acquainted."

Following the introduction were nine special offers of merchandise called Introductory Specials, which included all kinds of furnishings at a substantial saving, and a small note emphasized the idea that a ten days' sale would be in order to start things going, and the public was advised to "kill two birds with one stone and come in next week, get acquainted and save money."

Advertising and the Personal Letter

To make a long story shorter, the public did come in, and have been coming ever since, but Arch Dover has not stopped advertising just because he has all the business he can attend to. You cannot have too much of a good thing, he believes, and so he constantly reaches out after new friends, not only men but most especially after the youngsters and their mothers, for the boys of today are going to be the fathers of tomorrow, and Mr. Dover is not going to let the future take care of itself, while he can make assurance doubly sure.

Here is where the personal letter comes in. Just before school opens in August and at other times when the opportunity offers, Dover's Limited sends out several hundred letters to the mothers of Cornwall's future citizens, printed upon good paper and stamped with the characteristic big black trade-mark of the firm. Many of these letters are printed in French as well as in English, as Cornwall is close to the confines of Quebec. A cordial invitation is extended to every mother to visit the store and look over the furnishings for boys, which are guaranteed in every particular to stand the wear and tear which they are destined to undergo. These letters also bring splendid results, as Dover's Limited have proved successfully. The recipe for success in personal letter advertising, according to Arch Dover, is to use great care in the wording and production of the letter, for sending out a cheap letter is the most expensive kind of advertising that any store can do. A fine quality envelope and paper and the finest grade of printing are especially necessary, and the personal appeal contained therein must be carefully adapted to the type of woman it is destined for.

The Use of the Cut

Of course, newspaper advertising is carried on simultaneously with all the other forms of publicity featured by the Dover store, and generally paves the way before each and every special effort is made. The firm subscribes to a first-class cut service and scarcely ever runs copy without a cut which drives home the point emphasized. The copy itself is all written by Arch Dover personally and every line of it is calculated to hit the bulls-eye each time. The editorial advertisement has been tried out with great success during the last few months, to meet the usual argument of bargain hunters, who are waiting for $10 suits. One advertisement which ran last Fall affords a good example of the kind of publicity which wins out in a crisis. In this advertisement, Mr. Dover called attention to the fact that there had been a drop of 62½ per cent. in the price of wool over a year ago, and proceeded to ask the question if this would bring back the days of the $25 suit. He pointed out that it took 3½ pounds of wool for the suit and at a reduction of 50 cents a pound this would mean a saving of $1.75. Moreover, attention was drawn to the fact that transportation charges had increased 20 per cent., fuel 50 per cent. and labor 30 per cent.; while cotton linings and trimmings had also advanced.

It will be observed that Dover's Limited label their clothing with their own woven signature, which ensures satisfaction to the wearer, and lends that touch of distinction which does not ordinarily accompany store clothes.

By such insistent and well directed ammunition does Arch Dover carry on his publicity campaign, and has been so successful that he has recently opened a branch store in the French section of the town.

A Fashion Show

Originality is always the chief ingredient of his methods of pushing business, and therefore it caused little surprise in Cornwall when Dover's Limited announced a fashion show with living models to exhibit their Spring or Fall models. Most stores leave this kind of publicity to the feminine element, but not so with Dover's. Their most successful event of this nature was tried out last year, with

living models from Montreal to show off the newest styles. Personal invitations were sent out to men and women customers to be present at this exposition of boys' and men's clothing, and needless to relate, the store was jammed. Souvenirs were given to the guests attending, including boxes of chocolates to the ladies, and altogether the selling element was kept in the background, and the social side put foremost. Results from this novel event were unexpectedly satisfactory and many flattering compliments were received besides by the capable young manager.

Christmas Advertising

In catering to women customers, apart from mothers of boys, Dover's Limited make a specialty of their Christmas advertising. Several weeks prior to the great day, in 1920, Mr. Dover sent out a large number of neat booklets to every woman in Cornwall, which were profusely illustrated and printed in brown. A short letter was used as an introduction to the booklet, headed "Dear Madam," and explaining that as most women experience difficulty in making a selection of Christmas gifts for their men relatives, the accompanying suggestions were prepared in the hope of offering an easy solution to the problem. In the middle of the booklet was a shopping list, with blanks for names, sizes, and descriptions, together with a summary of the things which any man or boy would be delighted to get. The booklet concluded with a note explanatory of the sort of service afforded by Dover's Limited, which provided the finishing touch to the whole. Some of the features emphasized were the following:

"We guarantee every article to give absolute satisfaction or your money is refunded."

"We will exchange any gift bought at our store or having our label, any time after Christmas, for other goods."

"We box every article free and prepay shipping charges."

Apart from all these special appeals to the interest of the buying public of Cornwall and its environs, the store and its windows are never neglected. The former is right up to the minute in its appointments, and has an air of efficient management, often noticed in certain well conducted private houses. Plants and palms detract from the severity of the cream walls, and neat shelves are unlittered by boxes or surplus supplies. The clothing is well arranged on the left of the store under glass fixtures, and to the right are the furnishing showcases, dressed with unusual smartness and attention to detail.

The cash register is placed in a convenient position half way down the store and everywhere the most scrupulous neatness is strikingly apparent. One is led to wonder whether publicity unaccompanied by constant care in attending to little things, the minor details like dusting mirrors and keeping the showcards up to date and fresh, would really stand on its own merits. Although he does not brag about such things as dusters and tie stands, the observant critic of retail methods and systems is inclined to believe that Arch Dover owes as much of his success to vigilance in small matters as to his masterly handling of the advertising game.

Quality First, Last and Always Says E. Chapman, Vancouver

Started in Business Four Years Before Vancouver Was a City and Because He Gave Quality Boasts a Business in Every Province in the Dominion

IF YOU talk with a man who has been in business for anywhere from ten to fifty years, and ask him the secret of his success during the years he has weathered many a storm, he will invariably tell you the same story. And that story always centres around one word—quality. It is the word which seems to stand the test of time better than any other in the trade. There is not a man whose sign-board has been hanging up for any length of time who does not refer to it time and time again when he starts out to explain why he is still in business and still "going strong" as the common expression is.

E. Chapman of Vancouver

Over thirty years ago, when the east knew too little of the west, E. Chapman started in business in the far-western city, Vancouver. His initial bow to the public was almost identical with the incorporation of the city as such; consequently he can be called, rightly, one of the pioneers of the western coast in a business way, for Vancouver became a city only four years before he started in business. As the east wanted to know the west better, men visited the store of Mr. Chapman and they seem to have remembered it, for Mr. Chapman says he has a goodly list of customers who send in for their requirements from all of the provinces east of British Columbia. In talking with a representative of *Men's Wear Review*, Mr. Chapman stated that he started to specialize on quality goods from the very first day he opened business. His woollens, gloves, hosiery, overcoats, and leather goods were, for the most part, imported; and he did his best to pick out the best English houses from which to secure his stocks.

Sell a Man Something Good

"I have always found," said Mr. Chapman, "that it is best in the long run to sell a man something good, even though he hesitates at first at the price that is asked. He remembers the quality of a good garment long after the extra price is forgotten, and the satisfaction given is something that extends over a long term of years. My thirty years in business entitle me to speak of the 'long run,' and during all that time I have never had cause to change my policy. Yesterday a man from 'up country' dropped into the store and, exhibiting his shirt sleeve, said he wanted another shirt like the one he had on. He had purchased this one two years ago, and you see the result. I sold that man a really good shirt two years ago and he remembered the place where he got it. Had it been the ordinary variety of shirt it would have been finished in about the ordinary time, and he could have bought such another any place else. But he wanted another like that one and he came back to me. Quality counted in that sale, as it counts in every sale that is made from one end of the year to the other.

Customers in every Province

"I have customers, numbers of them, in every province east to Nova Scotia who have bought at this store while travelling in the West and who still send to me for the kind of garments I sold them when they were here. For sport clothes, golfing suits, woollen hose and gloves my customers are regular customers. The type of merchandise naturally attracts that type of customer who, when pleased, will deal regularly at the same store.

The windows are tastefully dressed, although in a reserved manner that harmonizes well with the character of the merchandise carried. While other stores leave on the price ticket in displaying their goods Mr. Chapman believes in the drawing and selling power of a conservative price ticket and uses them both in the window display and in the store itself. "Many people have the idea that imported lines are more or less prohibitive in price but these lines, while the best, are not as prohibitive as one might imagine were the prices omitted."

With the development of the departmental store, Mr. Chapman has found it advisable to drop some of the lines he carried years ago and concentrate on what are, more strictly, men's wear lines. He used to carry ladies' hose, suit cases, purses and other leather goods, but he has dropped these of late and in concentrating on the other lines finds that his business is improving.

J. E. Upton, of Pincher Creek, is opening a tailor shop in Blairmore, Alberta.

W. T. Munro, proprietor of the Restarig factory in Edinburgh, Scotland, was recently in Canada investigating trade conditions in this country.

Francis Dugal, Keeper of "Travellers' Aid"; Montreal Spot Known to Men of the Road

Specializes on Everything for the Traveler—Does Not Cater to the Ordinary Consumer—Forgetfulness in Frail Human Nature is a Good Thing for This Retailer.

THE phrase "Traveler's Aid" sounds more applicable to the activities of the Y.M.C.A. or some such widespread organization as that, than to describe the particular scope of a Montreal haberdashery store, yet no truer epithet comes to mind. To begin with, it is located just across the street from the Windsor Station and is only a stone's throw from two other important stations, thus its patronage is largely determined by its situation, the corner of Windsor and St. Antoine streets. The proprietor is Francis Dugal, who is without doubt a specialist in the kinds of haberdashery required by travelers, since he has built up a flourishing and decidedly unique trade by merely carrying those things which travelers are most likely to forget. After many years' experience he is able to judge just what is likely to be wanted at certain seasons of the year, both by tourists as well as by commercial travelers and others.

On entering the store the visitor is impressed by the fact that it does not look at all like most men's stores, in fact, it has a distinct atmosphere of its own, which rather baffles description. Then one becomes aware that instead of the usual array of shirts and other lines of substantial haberdashery there is a remarkably miscellaneous assortment of everything under the sun which could possibly be needed by travelers, displayed with due regard to attractive appearance and a clever understanding of the art of suggestion. For instance, on entering the store one's eye is arrested by the contents of the first silent salesman at the left. In it is displayed a large assortment of leather goods of all kinds, clothes brushes, drinking cups, playing cards, writing materials and toilet accessories such as combs, scissors, nail files, studs, etc. Further along, the next show case contains a display of furnishings and jewellery of the smaller sorts, while at the left of the entrance two other large fixtures display still other assortments of everything from pyjamas to handkerchiefs. There are no duplicates in the displays, everything is different and individual, so that the hurried glance is not distracted by repetition of similar articles. Walking sticks and umbrellas, luggage and headwear are still other important features of the store and are likewise arranged in strategic positions to come into the line of vision of patrons. Luggage, by the way, is a most important item of merchandise and should come in for more than the attention it usually gets in the way of display, according to Mr. Dugal, who pays special attention personally to his two windows in this respect, using travelling bags of all sorts interspersed among the other merchandise continually. The sight of a new, smart looking club bag or suit case is a never failing attraction to travellers who come into the store with their own well worn luggage, and to whom the price label, conspicuously plain, is an irresistible temptation in a great many cases. Men often delay purchasing some particular article indefinitely, according to Mr. Dugal, then when they arrive in Montreal are smitten with a desire to make a good appearance in this metropolis and betake themselves to the nearest shop to freshen up before attacking the business campaign. The following is a list of such articles, which are either most often forgotten by travellers or are required immediately to replace worn-out possessions: Watches, (of the less expensive sorts), chains, fountain pens, purses or bill folds, and toilet goods such as shaving accessories, including razors, soaps, brushes and strops, mirrors, tooth brushes, pastes and powders, pocket knives, shoe creams and numberless other things.

"Nowadays," remarked Mr. Dugal, "people are always in a hurry when travelling, and nine out of every ten forget something, perhaps of much importance, on every trip they take. They drop in here to get a collar button maybe or a handkerchief and are reminded of several other things, which they have always wanted, when they see my cases."

Frequent rearangement of his stock is not essential, he explained, as he rarely sees many of his customers more than once or twice, and for this reason the better plan is to keep to the one method of arrangement. The question of window displays is, however, an important one to Mr. Dugal, who pays the utmost attention to each change personally. One window is usually devoted to headwear as that is often the most needed article in demand, during the winter months especially. Price tags are quite unessential, he explained, because travellers are not so much concerned with values as to obtain the exact thing of which they stand in need. Therefore, his windows must echo the contents of the store and suggest, remind, and attract at one and the same time.

The Dugal store makes no appeal to any other class of custom than that of the travelling public, and is unique in that it does not depend upon newspaper advertising to attract large numbers of patrons. Mr. Dugal thoroughly approves of publicity but states that in his particular case, it would be useless to attempt to cater to any other class of custom, the trade now being done taxing the store's capacity to its utmost.

The situation of the store has completely dominated the trend of business carried on by its proprietor, who has found that making a virtue of necessity has worked out to his ultimate advantage, and further, that the habit of forgetfulness in mankind may be capitalized like many other human failings, for somebody's good.

ADDING TO PROFITS

Continued from page 44

of the customer and assure him that either letter is correct. This will do much to reduce the number of odd letters which sometimes accumulate. Lists have been compiled from carefully made statistics of those letters which occur most frequently as initials, and by consulting these, or even by a glance over the city directory of his own locality, the retailer can tell at a glance that double the quantity of C, S and M will be required than would be wanted in most other letters.

Do not think your customers are not interested in handkerchiefs, or that they believe that any old thing will do for them. Be a specialist in fine goods, and keep your stock in the pink of condition with a few up to the minute novelties continually. No matter whether you cater to the "bandana" class or to the individual who insists upon Bond Street's latest whisper, you can play up handkerchiefs, not only at holiday times but always, from every possible viewpoint—utility, style, convenience in personal cleanliness, etc. During the coming hot Summer months, the window display of cool, tempting, wearing apparel can be not a little improved by the addition of nicely arranged crisp squares of white or colored linen, played up with straw hats, underwear or any line of seasonable goods. The handkerchief is the one accessory which indicates the character of the man who carries it, and must be immaculately fresh at all times, whether it be an inexpensive kind or high priced. From every angle of the question, therefore, the handkerchief presents more than a modest advantage to the man who handles this class of goods.

Montreal Men Show New Designs in Their Neckwear

Believe That Prices Have Hit the Bottom—Narrow Ties Having Popular Run—Many Stripe Effects Shown—Fabrics and Colors Plentiful

NECKWEAR prices have hit bottom, say some Montreal manufacturers, who declare that wholesale prices cannot be as low as at present quoted for many successive seasons. Forced liquidation of wholesale stocks by certain smaller makers seems to have reduced regular lines to the level of job lots, with resulting bad effect on trade in general. Manufacturers, however, profess to see the situation clearing up materially, now that Spring buying has recommenced, and stated that since neckwear was among the first articles of men's wear to heed the call for lower prices, it should show a quicker recovery from now on.

Certainly Montreal makers have never shown so many different assortments as are on the market this month. Not only is the range of widths and sizes larger than usual, but the variety of fabrics and colorings seems to be almost inexhaustible. Just at present a remarkable demand is being felt for the new narrow straight tie on account of its novelty and adaptability for use with the low-cut collar recently introduced. But various authorities predict that the flowing-end cravat will be as much in demand as ever during the Summer when the heat compels men to forsake vests in search of coolness. However, the narrow tie with straight horizontal cross stripes is indubitably smart and decidedly refreshing after the rage for floral patterns which has lasted so long. This tie is designed closely after the appearance of the knitted silk styles, and is preferred by many men on account of its smaller knot. Another new feature this Spring in this range, should be noted, namely, that the ends are usually pointed and stitched about half an inch from the outer edge, providing a new finish. The materials usually employed are rich Swiss ribbed silks which come in at least 120 different colors and patterns. Wide satin stripes combined with clusters of smaller ones in self and contrasting tones, sombre effects, and pin spots, mogadors and Jaspes are all extremely good. Conventional floral patterns are now more generally accepted in the Fall or at Christmas, and a marked preference for stripes usually becomes manifest towards Spring. The navy blue foulard tie is back again in particularly effective small patterns and spots, and already is extraordinarily popular, especially in batwings in rather flowing end style. The range of prices on these lines averages $5.50 and $6.50 for the smartest patterns, a decided reduction over last year's quotations. Poplins in plain colors and printed effects, also Bengalines and basket weave silks will be strong in narrow, medium and wide styles; the latter especially will be used in all black straight effects, the demand for which is tremendously large among retailers in smarter merchandise for men. Brilliant effects in club stripes and military stripes in flowing end varieties will be shown next Summer, and almost any kind of stripe will be worn, from the finest hair line to the widest and most vivid fantasy in contrasts. A very fine range of such lines is being offered for $7.50 a dozen and is being rapidly taken up.

The craze for brown shades which has taken the United States by storm may not have much effect in Canada. Blues in a wide range of tones are still the undisputed leaders over here, and the makers are of the opinion that this preference will continue until the next year at least.

The development of striped effects will be watched with interest as the season advances, the advantages of this pattern being the fact that the same piece of goods can be turned in several different positions both bias and straight, and the resulting necktie will be completely different in appearance from the other. With floral patterned silk this advantage was impossible to achieve with really good effect, and so varieties were less numerous.

The "Jazking," a novelty for early Fall designed by Ralph Grossman for the Saml. Hart & Co., Ltd., Montreal. It is a high-waisted effect, with broad lapels, bell sleeves and defined waist line. It is something decidedly new and is said to be having a good run.

The "Buddy," or, in other words, the double-breasted model of the "Jazking," designed by Ralph Grossman for Saml. Hart & Co., Ltd., of Montreal.

Must Face a Period of Competition

Efficient Methods in Business Are Now Necessary to Win Through —Reports Indicate That Retail Turnover in Smaller Centres Has Recently Been Ahead of Last Year

Editor's Note:—The following is from an address delivered before the Kiwanis Club, Toronto, by Horace T. Hunter, vice-president of the MacLean Publishing Company, dealing with business problems and methods of meeting them.

MY business brings me into contact with several very important lines of merchandising—hardware, grocery, dry goods, drugs, men's wear, stationery, plumbing and steamfitting—and in addition to these the bank manager who acts as a sort of "business father confessor" to all of them. We try to develop the "from Missouri" attitude and although many manufacturers and wholesalers were convinced that the general public had instituted a "buyers' strike" and that business was at a standstill, we made direct inquiries from the retailers themselves. You may be as surprised as I was to learn the result. Retail merchants outside the big centres report that their sales for December, January and February exceeded their sales for the corresponding three months in the previous year; for the most part February business of this year has been ahead of February of last year.

It is important to note and has great significance, that in the smaller centres the retail merchants are keeping up their volume of sales. The following definite statements are convincing:

City or Town.	February Turnover	Stock Carried
Collingwood	2% inc.	same
Paris	6% dec.	12½% less
Peterborough	19½% inc.	5% less
Napanee	3% inc.	25% less
Tillsonburg	1% inc.	5% less
Ingersoll	25% inc.	10% less
Sudbury	same	20% higher
Sherbrooke, P.Q. .	3% inc.	same
Mitchell, Ont.	20% less	10% more
North Bay	1% less	same
Hamilton	10% inc.	33% less
London, Ont.	inc.	less
Lindsay	1% inc.	2% less
Moose Jaw, Sask. .	same	same
Calgary	same	larger

The above reports are from leading merchants in towns and cities mentioned. In many cases they are from the merchant holding unquestionably first place as far as volume of sales is concerned.

I am speaking of turnover, not profit. Many lines are being sold at reduced prices, but the fact that goods are being sold indicates that more goods will have to be made to take their place. Manufacturers and wholesalers have, however, had different experiences from those of retailers. Orders for their goods are being placed slowly.

Retailers are ordering to-day only for their immediate needs. A year ago they were buying six months or more in advance, owing to scarcity of goods and slowness of delivery. On a rising market it was good policy to get orders placed before further advance in price took place. To-day conditions are reversed. It has become again a buyers' market.

Every week reductions in prices are announced, therefore the merchant feels that the longer he can hold off buying the better price he is likely to get.

Retailers are reducing their stocks by carrying fewer varieties than formerly; instead of carrying three or four brands they are concentrating on one brand.

Who will say that this is not a wise policy?

Ties for the new low collars. Shown by Tooke Bros., Ltd., Montreal.

Even the manufacturers and jobbers who are hungry for orders must realize that it is a matter of first importance that retail merchants safeguard their financial position. It is their duty not to overload the retailer, but to help him in every possible way to speed up his turnover.

Basic conditions throughout the Dominion are sound. It was not to be expected that we could get through the readjustment without some disturbance. There have, however, been comparatively few failures. We have been very fortunate that there has been no debacle. The readjustment in prices has been gradual. Textiles, boots and shoes, furs, foodstuffs, hides, wool and cotton have followed each other in a fairly orderly procession on the downward grade. Had they all declined at once and in drastic manner, financial institutions would have been embarrassed and we would have had many failures.

But it would be a short-sighted policy and one that would invite disaster to examine only conditions in Canada. We cannot evade the effect of foreign competition, much as we would like to do so. European and Asiatic countries are in an impoverished condition and overwhelmed with debts. Lloyd George has stated the only way a country can improve its position is by selling goods to other countries. They must produce an exportable surplus and their exports must exceed their imports. In most of these countries there is no talk of an eight-hour day or a minimum wage. It is the old primitive fight for existence.

The indemnity levied on Germany extends over a period of forty years. By many this is interpreted to mean forty years during which everyone engaged in production in Germany must work longer hours and for less pay than is the custom in other countries with which they are competing.

What does this mean? In my opinion it means the keenest competition the world has ever known.

Economists the world over are endeavoring to find a method of permitting Germany and other countries to pay their debts and re-establish a decent and healthy mode of living without exposing the creditor countries to this cut-throat competition. They have not yet succeeded.

I believe it behooves every business man to prepare for a prolonged period of keen competition. Now, I do not look on this as a gloomy picture, provided we are prepared for it. Mark Twain said everybody talked about the weather, but nobody ever did anything. I believe there are a few things each of us can do to put our respective businesses in shape to meet conditions that lie ahead of us.

The first thing I would suggest is—map out a definite policy. Every firm and every individual should get down to brass tacks, should map out in writing a definite policy and fix the responsibility for carrying it out.

The day of long profits is past. I doubt if any of us will ever again see the day when a merchant could make more money by holding goods than by selling them. The motto for the future will be not big profits, but quick turnover. This, however, is no hardship to the efficient business man; 5 per cent. net profit with twelve turnovers a year is better than 20 per cent. profit with three turnovers in the year. It is safer. It tends to lower costs and this in itself stimulates business.

The installation of labor-saving machinery is another way of reducing costs. This includes many fixtures or equipment, which, after providing for interest on investment and depreciation, will lower cost of doing business.

The Excess Profits Tax and Luxury Tax, heavy income taxes were imposed to satisfy the public clamor. The past few years have demonstrated these taxes have had a boomerang effect. They have increased greatly the price of commodities and have killed off new enterprises and business extensions which would have given employment to many men who to-day find themselves out of work.

B. C. Forbes tells of an instance illustrating this point. Eight hundred sales agents and salesmen from all parts of the United States and Canada had recently gathered in a great convention hall. Several had complained that their territories were completely worked out and they needed new ones. Had this sort of talk been allowed to gather momentum the whole assembly might have been headed towards gloomy depression and despondency, probably with incalculably harmful after effects. Quick as a flash the senior executive leaped to the platform and shouted, "I'm going to stop this convention to get a shoe shine—call in a bootblack."

The dropping of a bombshell could not have produced a greater sensation. It was known that the convention was costing the company at least $250 per minute, yet the whole proceedings were halted in order that one man might get his shoes polished. In came the bootblack and while eight hundred men watched he did his work. It took five minutes. The shoe shine, therefore, cost $1,250.

The man whose shoes had been shined then said, in effect: "Both of the two bootblacks who preceded this fellow failed to earn even the $4 a day guaranteed by the company. The company every week had to make up the deficit. Then came this bootblack. He had no more prospects than the others, no larger territory, no better conditions of any kind; yet this bootblack earns from eleven to seventeen dollars per day. Gentlemen," he shouted, "it is not territory that counts—it is the man."

This is the spirit we need to-day and if it goes hand in hand with other efficient methods of production we need not fear the keen competition that lies ahead.

It is a peculiar fact that advertising is curtailed during any period of depression. I believe the reason for this is that business men expect either too much or too little from their advertising. Advertising is particularly valuable at this time because it not only performs the usual function of increasing sales and rendering more efficient all other departments of the organization, but every advertisement calls aloud to the public that here is one firm going on record that it actually expects to do business. During the so-called buyers' strike many wholesale, retail and manufacturing firms called together their sales staffs and tried to inject pep into them and then flatly contradicted themselves by cancelling their advertising and thus saying plainly they really had no expectation of doing business.

In my opinion the firms which have done the most and which are still doing the most to get us through this readjustment period are the firms which have calmly "carried on" with regular advertisements in the trade newspapers, the magazines and general newspapers. There may not be as much business done in their line this year as last year, but it is a fairly safe bet they will get their quota.

These are some of the tangible things we need to-day, but they will be of very little use unless we have also optimism, enthusiasm, courage and perseverance.

"The first requisites of a successful salesman are good health, personality, and caapcity to be taught. On the whole, it is the man with personality who gains and holds the attenion as well as the trade of customers. Not always is the man who meets the customer with a 'glad hand' the most welcome visitor.

TWO COURSES

ADVERTISING and SHOW CARD WRITING

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

Popular-Priced Men's and Boys' Clothing

Well made from up-to-date, saleable materials and at a price which will meet present-day competition.

IT WILL PAY YOU

to get our quotations before placing orders.

The Gardner Clothing Manufacturing Co.

Wholesale Clothing Manufacturers
645 St. Valier St., Quebec

Glissades
Italians, Mohairs

SPERO
ON SELVEDGE OUR GUARANTEE
Pocketings
"BEST IN THE WORLD"

TWO OF A KIND Both Reliable

COTTON IMPORTERS
SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

SPERO MILLS ON
MANCHESTER SHIP
CANAL.—THE SHOW
MILLS OF LANCASHIRE

Richard Haworth and Company Limited, England

GARTERS

Garters of the Satisfaction-Giving kind.

No. G.P. 22.
Regd. No 205436.

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the ——— trade. ———

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES are noted for their -:- QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

LONDON: 19 Fore Street, E.C. 2.
SOUTH AFRICA: Davies, Gnodde & Smith, 1 Strand Street, Port Elizabeth.
MELBOURNE: Alfred F. Smith, 2 Fink's Buildings, Elizabeth Street, Melbourne.
SYDNEY: Alfred F. Smith, 39 Queen Victoria Buildings George Street.
CHRISTCHURCH: Robert Malcolm, Ltd., 79 Lichfield Street Also Auckland, Wellington, Dunedin.
BOMBAY: F. A. Filmer & Co., Gaiety Buildings, Hornby Road.

"Craftana"

Registered No 262,005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

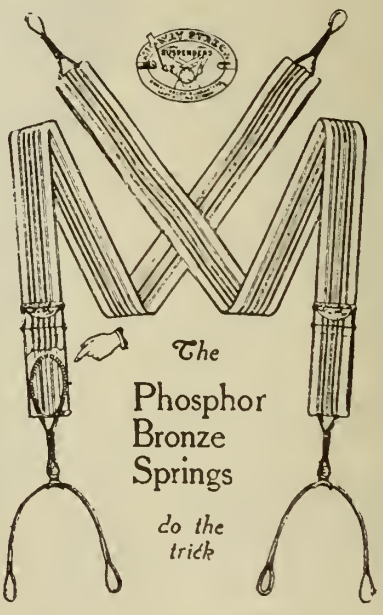
A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

S-T-R-E-T-C-H



The Phosphor Bronze Springs *do the trick*

The Nu-Way **always** has it

It supplies the long felt want in Suspenders.

With no rubber to perish they do not die on your shelves.

The metal parts will not rust.

Look at its Several Features, and send your order Now while you think of its many advantages.

Nu-Way Strech Suspender Co.

MANUFACTURERS

St. Thomas - Ontario

Make sure that *you get* the Genuine in order that you may give your *Customers* the *Genuine*

It is well to remind Merchants and Manufacturers that "Cravenette" Regd. is a *process—not a fabric.*

Any cloth, which has been made *showerproof* by the "Cravenette" Regd. Process, is a "Cravenette" Regd. cloth.

Any coat—made of cloth showerproofed by the "Cravenette" Regd. process—is a "Cravenette" Regd. coat.

All genuine "Cravenette" Regd. goods bear this mark—either on every yard or inside the garment. When you order "Cravenette" Regd. Cloth or Coats, see that they carry the "Cravenette" Regd. Trademark.

Regd. Trade Mark
"Cravenette"
Proofed by
The Cravenette Co. Ltd.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C2

BDA

(COPYRIGHT)

Clerk B has made a cash sale for $1.00

The indication at the top of an up-to-date National Cash Register gives publicity to every transaction. The merchant, the clerk, and the customer see this record.

This prevents mistakes in price and in making change. It removes temptation.

The record shown in the indication is printed on a strip of paper which is locked up inside the register. This record also is printed on a receipt for the customer.

The amounts indicated and printed are added into totals which show, at a glance, (1) the total business handled by each clerk, and (2) the total of each kind of transaction.

This assures the merchant that every sale is handled accurately. It also assures him of accurate records which give him control of his business.

This is the indication. "Ca" shows it was a cash sale. "B" is the clerk's initial. "1.00" is the price.

Charge sales are indicated by "Ch," received on account by "Rc," and paid out transactions by "Pd."

The same indication shows on both front and back of the register.

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED

Prestige and Profits

WHEN a dealer sells an article that gives satisfaction he creates a friend. And a satisfied purchaser not only returns but brings his friends. It is this principle of giving satisfaction that creates prestige and profits.

Dealers who are endeavoring to supply their customers with satisfying underwear are selling Atlantic. This is a customer-making garment because it gives the utmost in value coupled with an amazing capacity for wear—truly it is the underwear that overwears.

Sold in a large range of different weights and qualities.

ATLANTIC
UNSHRINKABLE
The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto

Selling Agents for
Quebec, Ontario and Western Provinces

32

Borsalino Week

Sounded a New Note in Merchandising

We announce with pleasure the winners in the different Borsalino Week competitions.

Window Display Winners

First Prize—R. J. Tooke Limited, Montreal, Que.
Second Prize—Norman Birrell, Toronto, Ont.
Third Prize—Winters Bros., Halifax, N.S.
Fourth Prize—Joseph Broadbent, Brantford, Ont.
Fifth Prize—Regina Trading Co., Regina, Sask.
Sixth Prize—Dunn's Limited, Saskatoon, Sask.
Seventh Prize, Fairweathers, Toronto, Ont.
Eighth Prize—Calhoun's, Winnipeg, Man.

Consolation Prize Winners

First Prize—F. C. Preston Limited, Haileybury, Ont.
Second Prize—F. W. S. Colpitts & Co., Moncton, N.B.

Newspaper Advertisement Winners

First Prize—Winters Bros., Halifax, N.S.
Second Prize—Alex. Nelson, Montreal, Que.

ANNOUNCEMENT

QUALITA SUPERIORE
BORSALINO
ALESSANDRIA
ITALIA

HATS *for* FALL

HIGH GRADE
The King Cap
WATERPROOF

We are showing new shades and shapes in both **Borsalino** and **King** hats, all of them with that little something generally recognized as exclusive style. Our lines of imported and domestic velours embrace the latest colors and a wide range of prices.

Sell the hats that are advertised, for they are the hats that help to sell themselves.

Our travellers are now out with fall samples. They have a story to tell that concerns our mutual interests.

Anderson-Macbeth Limited

MEN'S HATS ONLY

Toronto : : Ontario

ELK BRAND

for MEN and BOYS

Clothes of style and quality medium priced

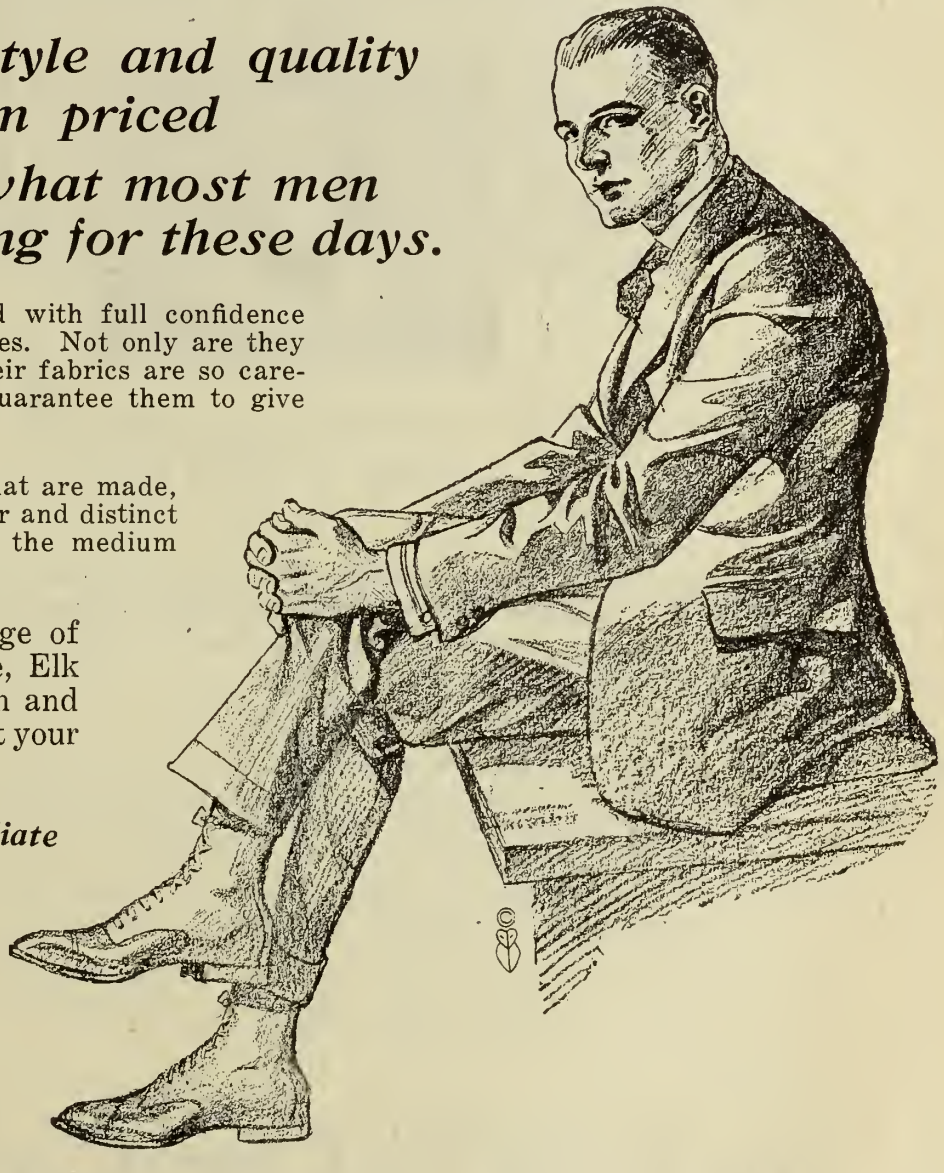
And that's what most men are looking for these days.

You can buy Elk Brand with full confidence that they are good clothes. Not only are they famous for style, but their fabrics are so carefully tailored that we guarantee them to give good service.

Among all the clothes that are made, Elk Brand stand out clear and distinct as the topmost value at the medium prices that are asked.

No matter what the age of your customer may be, Elk Brand Clothes for Men and Boys are adapted to suit your trade.

In stock for immediate delivery



J. ELKIN & CO., LIMITED

Makers of Elk Brand Clothes

29-31 VITRE ST. WEST - MONTREAL

Have you seen the New Cap,

or only just read about it?

From $18.00 up

This creation is welcomed by Hat and Cap Dealers and the Public as the greatest advance in Caps for Years.

Its advantages:—The Cap can be rolled and put into the pocket and will in no way lose its shape. It is light in weight. The BAND inside gives a good grip and lends just sufficient weight that the wearer does not have to pull the Cap down at the back over the head. Lined or Unlined as desired.

It is Smart and Stylish in appearance, and with such a Cap the Merchant out for business will obtain it easily.

Do not delay but order now for the Summer and Fall Trade. Offer your customers something new. A Bag with every Cap.

The G. & C. Cap Co., Limited

431 King Street West, Toronto

Western Sales Rooms: 114 Hammond Building, Winnipeg

AN IMPORTANT MILESTONE PASSED!

This month passes an important milestone in removing to new and larger premises in the handsome new building just erected on Phillips Square, known as the **Dubrule Building.**

Here it is our intention to make

COLLEGE BRAND CLOTHES

even more justly famous as the leading line of Clothing for Men and Young Men who appreciate styles up-to-the-minute, and materials and workmanship of the best.

Sacrificing Present Stocks

Rather than move present stocks, we are offering them to the trade at rates below cost. These models are up-to-date in every particular—the same quality that has been received with great favor this season by the best clothing merchants in Canada.

Wire for samples without delay.

The College Brand Clothes Co., Limited

45 ST. ALEXANDER STREET
MONTREAL

Have You Compared Our Values With Others?

If not, it is in your interests to do so. We have a large variety of staples in stock for immediate delivery in all the Up-to-date styles.

See our clothing for MEN and YOUNG MEN, tailored to fit—Quality beyond criticism. Lines that sell easily and are well recommended by your customers, and yield you a good margin of profit.

Oxford Clothing Co.

Limited

King Street and Spadina Avenue, Toronto

The PRICES at which we are offering will attract you to LOOK INTO THE QUALITY, STYLES AND FINISH, and in this respect you will discover that you are getting exceptional VALUE.

We give you SERVICE in the best sense of the term, Quick Deliveries, Careful Attention to your wishes, Value in the Garments. If our travellers have not interviewed you with patterns and prices of our BOYS' and MEN'S READY-to-WEAR Suits, send us a line and we will have one call.

Linen Threads for Every Purpose

"FOUNTAIN BRAND"

PURE IRISH LINEN THREADS

For Manufacturers of Clothing, Boots and Shoes, Harness and Furs. Also for the Book-binding and Carpet Trades. Shoe Threads for the Shoe Finding Houses. 100 Yard Spools for Wholesalers.

"Fountain Brand" Linen Threads

Manufactured by the Island Spinning Co., Ltd.
LISBURN, IRELAND

Combine Strength, Smoothness and Durability with Absolute Dependability at Reasonable Prices.

Qualities for Every Purpose Carried in Stock. Ask for Samples and Prices.

SOLE AGENTS FOR CANADA:

Walter Williams & Co., Limited

MONTREAL	QUEBEC	VANCOUVER	TORONTO
508 Read Building	533 St. Valier St.	217 Crown Building	20 Wellington St. W.

ACME

TRADE MARK

Fine Shirts

for men of taste

Acme Glove Works, Limited, Montreal.

FASHION-CRAFT CLOTHES

Quality Clothes at lowest reconstruction prices.

New Fashion-Craft Models for early Fall now ready for inspection. The very last word of correct style and fine tailoring.

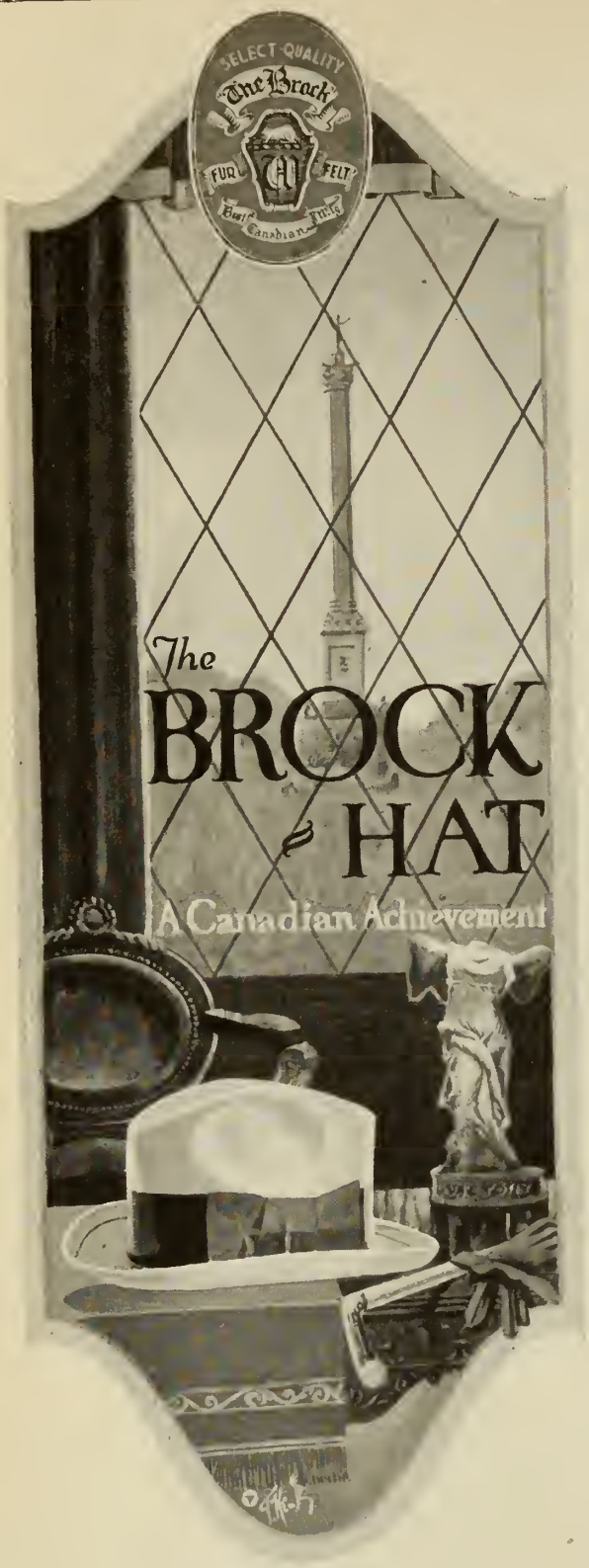
Also a full range of desirable materials and patterns for the coming season.

A Good Buy
For the Live Merchant

If interested write
—Promotion Dept.

FASHION CRAFT MFRS., Limited

Montreal, P.Q.



Canada's best known hat. Always in steady demand.
Advertised from Coast to Coast.

"The colors of all Brock Hats for 1921 are absolutely guaranteed."

THE WOLTHAUSEN HAT CORPORATION
LIMITED

Head Office and Factory: BROCKVILLE, ONT.

Salesrooms:

MONTREAL, Mappin & Webb Bldg.
TORONTO, Cosgrave Bldg.
VANCOUVER, 315 Bower Block
WINNIPEG, 228 Curry Block

An Important Judgment *re* Buckley Hats

AN important judgment was handed down by Judge Leet in the Court in Montreal, early this month, when two Hat Manufacturers pleaded guilty to the charge of having used bands bearing the trade mark of Buckley Hats, the agents for Canada being the Buckley Drouin Company, Limited, of 134 McGill Street. Judge Leet ordered the accused, who pleaded guilty, to destroy all the bands in their possession and pay the costs of the court.

The judgment is of particular importance to the trade, as after this decision any merchant attempting to sell or having in his possession Hats bearing the Buckley label other than the genuine, would be liable to prosecution and the hats to seizure.

The Buckley Hat has built up an enviable reputation and been a popular seller in Canada for some years past, with the result that the Buckley Drouin Company, Limited, have enjoyed a rapidly increasing business and the name and trademark have become of considerable value.

They say "imitation is the sincerest flattery," but when it comes to imitating a popular and successful line of merchandise, the compliment is not always satisfactory, and the Buckley Drouin Company, Limited, are naturally quite right in protecting themselves against any infringements of their popular brand. (Advt.).

ONTARIO
EDWARD BURNS CO., LTD.
TORONTO, ONT.

QUEBEC PROVINCE
W. F. MACOUN
518 St. Catherine St. W.
MONTREAL - QUE.

Canadian Handkerchiefs, Limited
MONTREAL

Manufacturers of

Fine Cambric Handkerchiefs

QUALITY FINISH VALUE

are found in the MADE-IN-CANADA HANDKERCHIEFS shown by us.

A full line of samples is carried by our Agents in the Districts shown.

Particular attention is called to our

ANCHORCHIEF DISPLAY CABINET

Each handkerchief is sealed in an individual Glassine Bag.

SEALED SAFE SANITARY

Direct from Laundry to User. No Handling.

Packed in attractive display Cartons of 5 dozen Handkerchiefs.

LOOK FOR THE "ANCHORCHIEF" BRAND

Canadian Handkerchiefs, Limited
Canada's Largest Handkerchief Manufacturers
MONTREAL, QUE.

MANITOBA, ALBERTA
SASKATCHEWAN, BRITISH COLUMBIA
BRYCE & CO., LIMITED
WINNIPEG, MAN.

NEW BRUNSWICK AND
NOVA SCOTIA
JONES-CAIRNS LIMITED
85½ Prince William Street
ST. JOHN, N.B.

MADE-IN-CANADA HANDKERCHIEFS

Stop Worrying About Losses

"The mill will never grind with the water that is past," says the proverb. But the Future is yours, and you can now make a profitable and absolutely safe investment in our line of "Gold-Kauff" Clothes for BOYS, CHILDREN AND JUVENILES.

The "Gold-Kauff" Clothes for BOYS, CHILDREN and JUVENILES are TAILORED SUITS, Custom Made in their Entirety, Custom Fit without its Delay, Custom Satisfaction without the Price.

"GOLD-KAUFF" Ready-Made Clothes are Extraordinary Value for SCHOOL or DRESS WEAR, the BEST VALUE that has been offered to the Trade in a long time.

"GOLD-KAUFF" Clothes are made of Specially-selected English Cloths, lined with ALPACA Linings that will give the most SATISFACTORY SERVICE. Made in STYLES that are SNAPPY and DURABLE.

Operated by
The Gold Glove Works Ltd.
18a Pine Ave. West

Manufactured by
GOLD & KAUFFMAN
Montreal, Canada

N.B. — Our New Glove Catalogue (Illustrated) and Pricelist is now ready and will be mailed on request

"CEETEE" *Reflects Quality in your Shop*

THE PURE WOOL UNDERCLOTHING THAT WILL NOT SHRINK

There is no manufacturer in Canada except ourselves making full-fashioned underclothing—such as Turnbull's "CEETEE," which requires special machinery. Our only competition is from imported articles.

But remember—there is no low grade "CEETEE" made—only the very finest quality and highest grade underclothing bears the famous "CEETEE SHEEP" trademark.

The C. Turnbull Co. of Galt, Ontario

Also Manufacturers of Turnbull's Ribbed Underwear for Ladies and Children and Turnbull's "M" Bands for Infants.

CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE CEETEE

"How Can I Get the Most Out of My Money?"

The problem is a vital one with every thinking man.

If you could get information that will enable you to minimize losses and double your present return on the amounts you have invested in profit-paying securities, you have in effect doubled your capital.

In considering your investments or any other important problem you want "fact." Why not use the Investors' Inquiry Service of The Financial Post to give you the basic fact, the solved down security, behind every investment you are considering. It has saved thousands of dollars to investors in Canada.

Why not let this splendid service of Financial information, which is free to Financial Post subscribers, work for you?

THE FINANCIAL POST, 143 UNIVERSITY AVENUE, TORONTO

There's Life, Snap, Vigor To the New T & D Models for Fall

THEY were created by one of the leading American designers of men's wearing apparel, who now heads T & D's designing staff.

New designing and new factory management have produced an entirely new set of T & D models for the coming Fall and Winter. And when you see them you'll admit we have reason to be proud of them.

These new models will put "pep" and "speed" into the clothing business this Fall.

You'll be able to see them in a few days. Our travellers are on the way — we have something good. Visit the sample room — see the models, give us your opinion — we want it!

T&D *Clothes*

FOR MEN WHO CARE

We sell exclusively to one high-class dealer in each district. If there is no T & D dealer in your locality, write us about getting the rights to sell these new T & D models.

Thornton & Douglas

LIMITED

Hamilton **Canada**

SELL STYLE

The Weir
Fine Split Straw
3½x2¼ 25 Ligne Black Band
Bon Ton Sweat

The Earl
Flat Foot Braid
3¼x2⅛ 30 Ligne Black Band
Bon Ton Sweat

The Guthrie
Genuine Panama
3½x2¼ 30 Ligne Black Band
Bon Ton Sweat

The Prince
Genuine Panama
5¼x2⅜ 25 Ligne Black Band, Back Bow

The Canadian Panama Hat Co. Ltd.

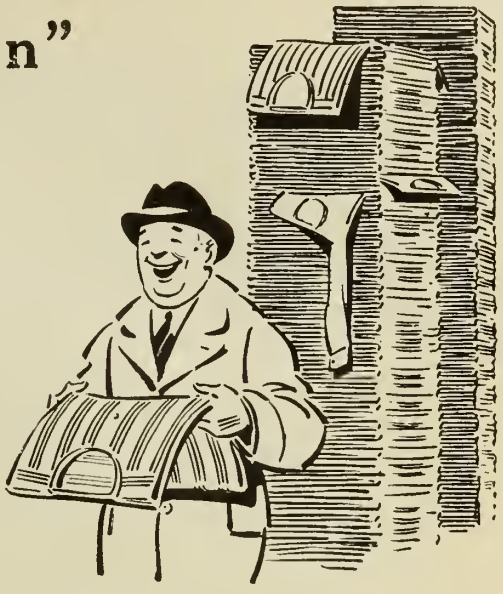
579 Richmond Street West, TORONTO, ONT.

The Leading Manufacturers of Summer Headwear for the Jobbing and Wholesale Trade

"Here We Are Again"

This time it is with STACKS of New Shirts of the famous

HERCULES Quality



These Negligees will please ANY MAN'S taste and pocketbook. And when they're worn out, for the best will wear out in time, you'll have that customer back for more.

The shirt you sold him several seasons ago must be getting weak in spots. Are you prepared to meet his requirements with a new style and equal quality garment, be it negligee or work shirt?

Think it over, Mr. Dealer. And remember we are ready, NOW and ALWAYS.

The Hercules Garment Company, Limited

Head Office: Montreal **Factories: Montreal and Louiseville, P.Q.**

Value Always Finds a Market

TRADE Hanson MARK

Giving and getting the utmost for every dollar again govern business both wholesale and retail.

There is real economy in buying Hanson Socks. They are always higher in quality than in price.

Imitations, at any price, cost too much.

Stock with "Hansons" and be thoroughly confident that you receive the most your money can buy in Pure Wool Socks.

GEORGE E. HANSON

HULL, P.Q.

ESTD. 1878

INDEX TO ADVERTISERS

A

Acme Glove Works, Ltd. 65-66
Anderson MacBeth, Limited 60
Atlantic Underwear, Ltd. 59

B

Buckley, Drouin Co., Limited..... 68
Bradford Dyers' Assoc., Ltd..... 57

C

Campbell Mfg. Co., Ltd. 17
Canadian Handkerchiefs, Ltd..... 69
Can. Consolidated Rubber Co., Ltd.....
Inside Back Cover
Canadian Panama Hat Co., Ltd..... 72
Cluett,Peabody & Company of Canada,
Ltd. .....Front Cover
Cook Bros. & Allen, Ltd..... 2
Coppley, Noyes & Randall, Ltd..... 8-9
College Brand Clothes Co..... 63

D

Dale Wax Figure Co., Limited..... 21
Deacon Shirt Company 20
Delfosse & Co. 18

E

Elkin & Co., J..... 61

F

Fashion Craft Mfrs., Ltd..... 67
Faire Bros. & Co., Ltd..... 56

G

Gardner Clothing Mfg. Co. 54
G. & C. Cap Co., Ltd. 62
Gold & Kauffman 70

H

Hanson, George E. 73
Haworth & Co., Limited, Richard.... 55
Hercules Garment Co., Ltd. 73
Hickok Mfg. Co., Limited..... 13

J

Jackson Mfg. Co., Ltd. 20
Jones Bros. & Co., Ltd. 18
Josephson's Korrect Klothes 19

K

Keens Co., Ltd., W. J....Inside Front Cover
Kitchen Overall & Shirt Company, Ltd. 1

L

Leishman & Co., Limited, Wm..... 7

M

Mackenzie, Limited 16
Monarch Knitting Co. 15

N

National Cash Register Co. of Canada,
Limited 58
Nu-Way Streeh Suspender Co..... 56

O

Oxford Clothing Co., Ltd. 64

P

Palter Sons 21
Parsons & Parsons Canadian Co..... 22
Peek Co., Ltd., John W. 4-5
Penmans, Limited 6
Prosperity Shirt Company..... 18

R

Randall & Johnston, Ltd. 12
Racine, Alphonse, Ltd. 3
Raven & Co., Ltd., William..... 56
Robe & Clothing Company, Limited.. 20

S

Schwartzman Bros. 21
Shaw Correspondence Schools..... 54
Stifel & Sons, J. L..... 17
Southam Press 19

T

Tobin & Sons, J. 16
Tooke Bros., Ltd. .....Back Cover
Thornton & Douglas, Limited 71
Turnbull Co., Limited, C..... 70
Tutt Clothing Company 14

W

Walter, Williams & Co., Limited..... 64
Wener & Co., Samuel..... 10-11
Wolthausen Hat Corp., Limited..... 68

CANADIAN CONSOLIDATED RUBBER CO. LIMITED
DOMINION RUBBER SYSTEM AND ASSOCIATED COMPANIES

Dominion Raynsters

All Purpose Weather Coats

for Early Spring Wear

This year you can give your customers better values in these "Made-in-Canada" Raincoats than in any light-weight Overcoats.

Better values in wear, because DOMINION RAYNSTERS have the style and attractiveness of the more expensive tailored garments and can be worn with pleasure and comfort any time, anywhere; being absolutely waterproof makes them doubly serviceable.

Better values *for the money*, because they can be sold at lower prices than the usual Spring overcoat of equal quality and workmanship.

Stock DOMINION RAYNSTERS this Spring and see what good sellers they are. Write for price list.

Dominion Rubber System Service Branches

Located at: Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Brantford, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver and Victoria.

A TOOKE
Summer-Weight
Collar of Fashion

Price $2.00 Per Dozen
Ready for Delivery

Send for our new Illustrated Catalogue

TOOKE BROS., LIMITED
SHIRTS, COLLARS and NECKWEAR
MONTREAL
Toronto Winnipeg Vancouver

MEN'S WEAR REVIEW

Volume XI | Toronto, Canada, May, 1921 | Number 5

Avenue Brand Clothes

Made to Stand the Rock

Boys' Clothes

At Their Best

THE W.J. KEENS COMPANY LIMITED

WHOLESALE CLOTHIERS

TORONTO

Get a bulldog grip on your trade!

RAILROAD SIGNAL

The Kitchen Overall and Shirt Company Limited Brantford, Ontario

KITCHEN'S "Railroad Signal" OVERALLS

Leishman's

Quality Clothes

Under all conditions of trade the Standard of Quality of LEISHMAN'S Garments will be maintained and every support given our Customers. Careful attention is paid to every detail to ensure complete satisfaction to Merchant and client.

If you are endeavoring to secure the HIGH GRADE trade, associate yourself with our House and write for figures, patterns, and any information desired.

For Superior Tailoring, Correct Style and Durable Quality, our garments are unequalled.

Wm. H. Leishman & Co. Ltd.

192½ Spadina Avenue - - TORONTO

MAKERS OF THE BEST TAILORED GARMENTS FOR MEN

The Popularity of Art Clothes precludes us from appointing any further agencies for the Spring and Summer, but for the Fall we shall be pleased to consider applications to represent us where Art Clothes are not already offered.

If you desire to associate your House with Ours for Fall and Winter Art Clothes, you are requested to correspond immediately or this opportunity will pass you.

Cook Bros. & Allen, Limited
TORONTO

Peck's

Style--Quality--Price

These are the points on which clothes are judged—taken as named or in any other order you like, and the clothing which scores highest sells most frequently, brings in most profits.

Measured by these standards Peck's Clothing for Men, Young Men and Boys is the line of speediest turnover, the one it will pay you to feature. Style, Quality and Price are the dominating characteristics.

Salesmen now out with Fall Samples

JOHN W. PECK & CO., Limited

MONTREAL — WINNIPEG — VANCOUVER

Peck's

A Label that Stands for All that is BEST in Merchandise

Shirts

Those men whose trade you most desire--**they** will be quick to appreciate Peck Fine Shirts, which invariably are shown in the newest fabrics and color tones. Their style is quite in keeping with the quality of materials and workmanship which go into them.

Caps

Every one of them reflects the personal attention it has received from an experienced cap tailor, from fabric to finished product. It is because they are distinctive that Peck Caps stand out pre-eminently among others. Is your assortment for summer trade complete?

Salesmen now out with Fall Samples

JOHN W. PECK & CO., Limited

MONTREAL — WINNIPEG — VANCOUVER

They Were

RED LETTER DAYS

in

Racine's Commercial Calendar

when they established customer confidence by sweeping out old standards and offering merchandise at market values regardless of the cost.

"Back To Normalcy"

by the shortest route has been their policy; and the steady turnover of goods during the past few months has proved the wisdom of this policy.

Their four Men's Furnishings Departments are replete with merchandise giving one hundred cents for your present-market dollar. Visit their nearest Sample Room and see for yourself.

F—Men's Underwear and Sweaters
I—Men's Fancy Furnishings
L—Men's Fine Shirts
M—Workingmen's Wearables.

Alphonse Racine Limited

"MEN'S FURNISHING SPECIALISTS"

60-98 ST. PAUL STREET WEST, MONTREAL

FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

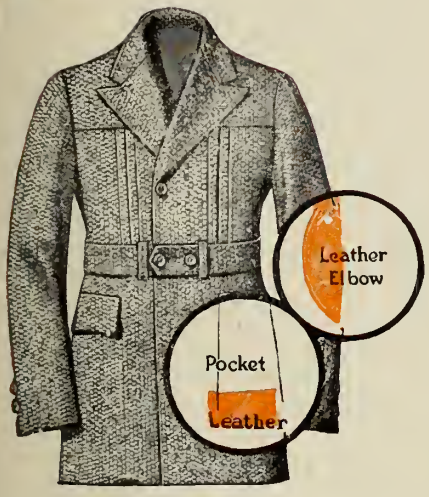
SAMPLE ROOMS:

HAILEYBURY, Matabanick Hotel
SYDNEY, N.S., 269 Charlotte Street
OTTAWA, 111 Sparks Street
QUEBEC, Merger Building
TORONTO, 123 Bay Street
SHERBROOKE, 4 London Street
SUDBURY, Nickle Range Hotel
RIVIERE DU LOUP, Hotel Anctil
THREE RIVERS, Main Street
CHARLOTTETOWN, P.E.I., Queen and Sydney Sts.

Jack O'Leather

TRADE MARK

SUITS *for* BOYS

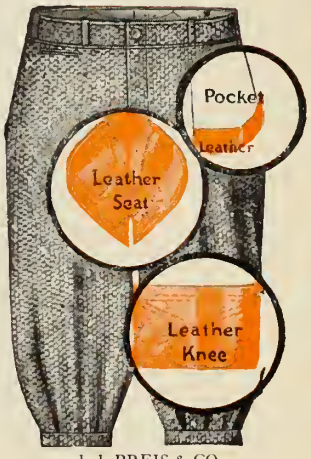


Style Outside
Wear Inside

GUARANTEED

and

Leatherized for Wear



J. J. PREIS & CO.
Patentees

IN THE ANNOUNCEMENT

That we are introducing to the trade this new line of Suits for Boys, we find especial pride in the fact that not only is it a superior product from the quality standpoint, but that it embodies

An Absolutely New (Patented) Feature

Jack O'Leather Suits for Boys are "leatherized" where the wear comes with a lining of soft, pliable, real leather—at seat, knees, elbows and pockets. They are the longest-wearing Boys' Suits ever produced—and in appearance they are as far ahead of the ordinary as they are long in wear.

COMPLETE SAMPLE LINES WILL SHORTLY BE PRESENTED BY OUR TRAVELLERS. YOU ARE STRONGLY URGED TO WITHHOLD BUYING FOR YOUR BOYS' STOCKS UNTIL THEN.

Immediate information will be forwarded on request.

B. GARDNER & CO.

MAKERS - MONTREAL

ILLUSTRATING the "Alaskan," a typical Bengard model in young men's greatcoats.

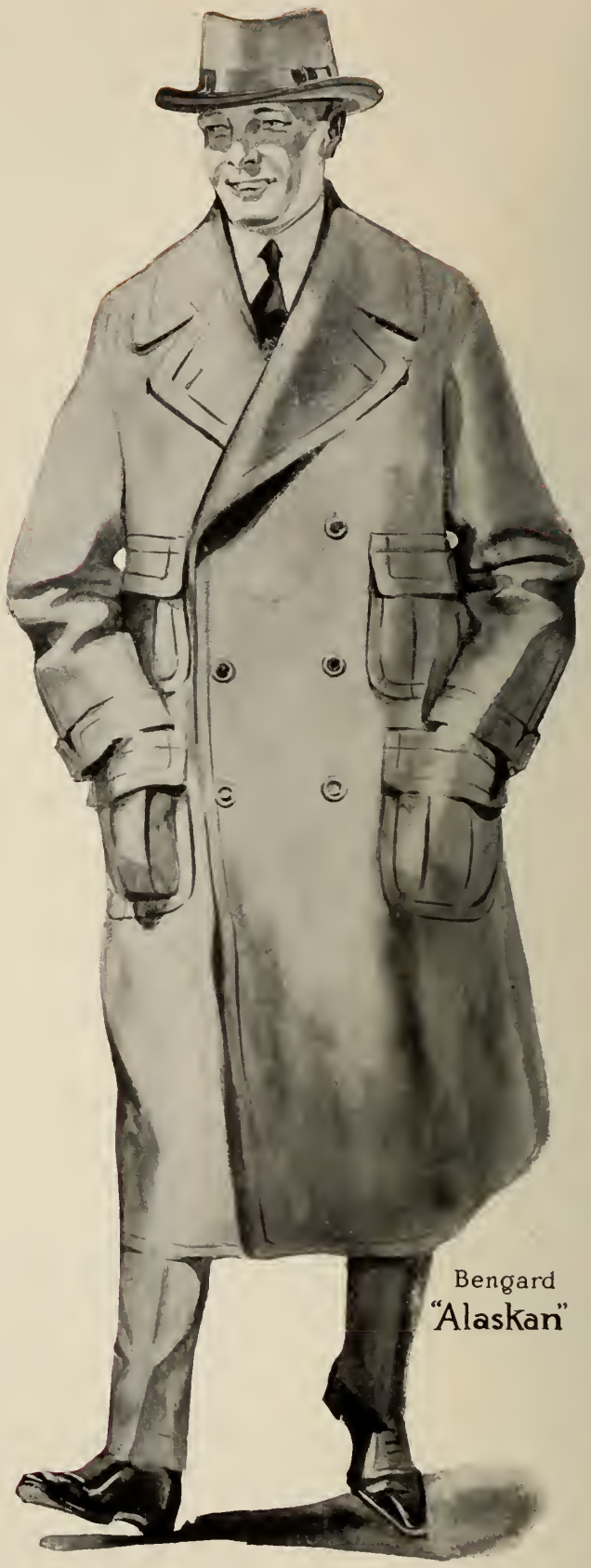
One of many original productions for the coming Winter.

ANNOUNCING

The completion of our
SAMPLE LINES
for
FALL and WINTER
1921-1922

Our travelers will soon cover their respective territories; due notice of their anticipated arrival will be given to the trade in advance.

Bengard
B GARDNER & CO



Bengard
"Alaskan"

Bengard Clothes

B. GARDNER & COMPANY
MONTREAL

Send an Order.
Display the Goods.
Collect the Profits.

TOBIN'S "UNIVERSAL" TIE-PRESS

(Patented)

It is necessary for the Smart Man or Boy.
It saves time.
It saves trouble.
It saves Money.
It gives the owner a reputation for Smartness.
MERCHANTS! It's a Winner.

It not only presses Ties, but RIBBONS, GLOVES, LACES, etc. Made in Light and Dark Oak; Mission and Mahogany. Exquisite Mountings—Brass, Oxydized, Copper, Rolled Gold and Sterling Silver. Each Press handsomely boxed. Write for prices and any further information required.

J. TOBIN & SONS

Patentees and Sole Manufacturers

OTTAWA, CANADA

Work Shirts

with lasting wear

Smart Camping Shirts

See our large stock and wide range of Shirts ready for immediate delivery.

The Buyers' Season is now here and they are loosening up in anticipation of the return to prosperous times.

You are urged to inspect our stock and secure your share of the Shirt Business which is showing a decided forward movement.

SEE THEM — JUDGE THE VALUE — CALCULATE YOUR PROFITS, and Order NOW.

Money Makers

FOR YOU

Write TO-DAY for Prices and all the information that you require.

MACKENZIE LIMITED

OTTAWA - CANADA

Your customers are seeking Value in Quality and Durability.

WE ENABLE YOU TO SUPPLY IT

Making Two Sales Grow—

WHERE FORMERLY ONLY ONE GREW—IS LARGELY A MATTER OF STOCKING THE RIGHT MERCHANDISE

—The proof lies in the fact that last year we were producing a line of garments that enabled us to dispose of our entire stock of—

OVERCOATINGS

The clearance of our complete stock last year enables us to exhibit a distinctively new range this year and one that is attractive enough to warrant even ourselves advising you that you are surely doing yourself an injustice if you fail to inspect it.

In ten years we have built up the enviable reputation of having the fastest selling and largest repeating line of Young Men's Clothing in Canada.

Our travellers will be on the road May 1st. If he fails to call on you, we will be pleased to forward you samples for your inspection.

RUBENSTEIN BROS.

1488 St. Lawrence Boulevard
MONTREAL

HICKOK Window Displays Make Sales

Sales from window displays of HICKOK BELTS and BUCKLES have been tremendous. HICKOK dealers everywhere have been so well satisfied with results that they have enthused to the point of sending us photographs of their most successful windows.

As a part of HICKOK DEALER SERVICE, we supply our distributing organization with valuable suggestions for their window displays of HICKOK products, based on photographs in our possession of actual windows that have made sales. We also loan HICKOK Dealers the necessary requirements for displays.

Opportunities for the sale of HICKOK Belts and Buckles in Canada are unusually good. If the HICKOK Line is not being sold in your locality, WRITE us for it.

Have you seen the HICKOK Spring Catalogue? We shall be glad to send you a copy upon request.

HICKOK QUALITY

HICKOK Belts & Buckles

Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles

The HICKOK MFG. CO., Ltd., *33 Richmond St. West, Toronto, Ont.*

ROCHESTER, N. Y., U. S. A.

YOUR SEASON FOR

It is easy to make an ordinary Palm Beach suit.

But it requires years of technical experience to learn how to tailor these thin tropical fabrics so that they will have all of the style that you are accustomed to see in your highest grade regular suit lines, and so that they will still hold their shape after being washed or dry cleaned.

In our Palm Beaches there is a some-

Cohen,

Canadian Representative:

E. N. Dimbleby

P. O. Box 556 - - Montreal

SUMMER CLOTHING

thing about the sleeves and arm holes, and flat English shoulders, and the waist effect, and the whole drape of the coat that gets away entirely from the "wash suit" appearance and makes them stand out like the best models you get from your young men's regular suit houses.

And yet you can retail our De Luxe line at approximately the same prices that you would sell just an ordinary Palm Beach suit.

Goldman & Co.

NEW YORK

Broadway BRAND

Clothes for exacting men

Co-operation **Value** **Profits**

Our Garments

Broadway Made-to-Measure Clothes are the people's requirements, perfect tailoring, finest quality and style, prices to you at exceptionally low figures to enable merchants to offer High Grade Suits to their customers at reasonable prices.

The Best Dressed Men in your town are proud of the label attached to Broadway Clothes, and the merchants who offer them are assured of a stable and progressive business.

If you are not a customer arrange to see our lines and let the merits of the garments convince you.

Our Service

The Value of the Service given our Customers cannot be over-estimated as a most important factor in increasing their profits.

Included in its operations are:

Quick deliveries.
Prompt attention to all enquiries.
Immediate advice of the newest creations.
Considerate accounting.
Assistance and advice, if requested, in your business problems.

Suggestions for the increased sales of Broadway Clothes are at all times considered.
Order Now and get after the Summer Trade.

Randall & Johnston, Limited

TORONTO

MONARCH-KNIT

Monarch-Knit Lines for Summer Selling

SWEATER COATS for summer wear are becoming an increasingly important feature of the trade. The Coat here illustrated is one of the most popular in our range. It has a strong appeal to men, especially those who are going camping or who are preparing for the season at summer cottages, because it is just the thing for the cool summer evenings. The style shown here is our M.391—a real man's coat, close-knit, shape-keeping, neat appearance, but entirely free from "fussiness." Nearly all men like this style. Order some of these for immediate delivery.

Monarch Knit Bathing Suits

A very wide range of nobby styles in stock for both sexes and all ages. Each one smartly stylish and perfect-fitting—the styles that will sell quickly and please every customer.

Monarch Knit Hosiery

Sort up your hosiery stock with Monarch-Knit. Our silk and mercerized lines have the style, fit and value you are looking for. To make your ordering easy we have prepared a new hosiery catalog—the first exclusive hosiery catalog ever produced by a Canadian manufacturer. Write for a copy.

SWEATERS

HOSIERY

The Monarch Knitting Co., Limited

Head Office: Dunnville, Ont.

Factories: Dunnville, St. Catharines and St. Thomas, Ont.

YARNS

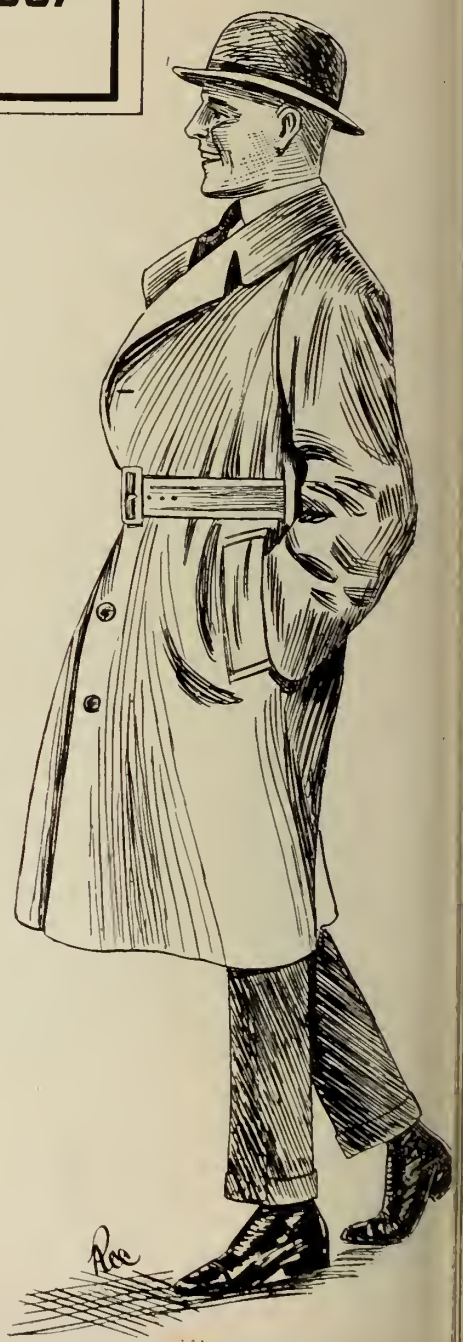
Look For This Mark

TO those who handle garments bearing it, it means the establishment of those cordial relations with the public so essential to successful business.

"Fit Well" Waterproofs, made from best English cloths, defy the elements in their sturdy wear-resisting qualities and yet look dressy, trim and smart at all times. The reason is in their better fabrics and the expert tailoring that mark them strictly "thoroughbred."

We carry a large stock of Gabardines made of the best English materials, every yard bearing the *Cravenette Stamp*.

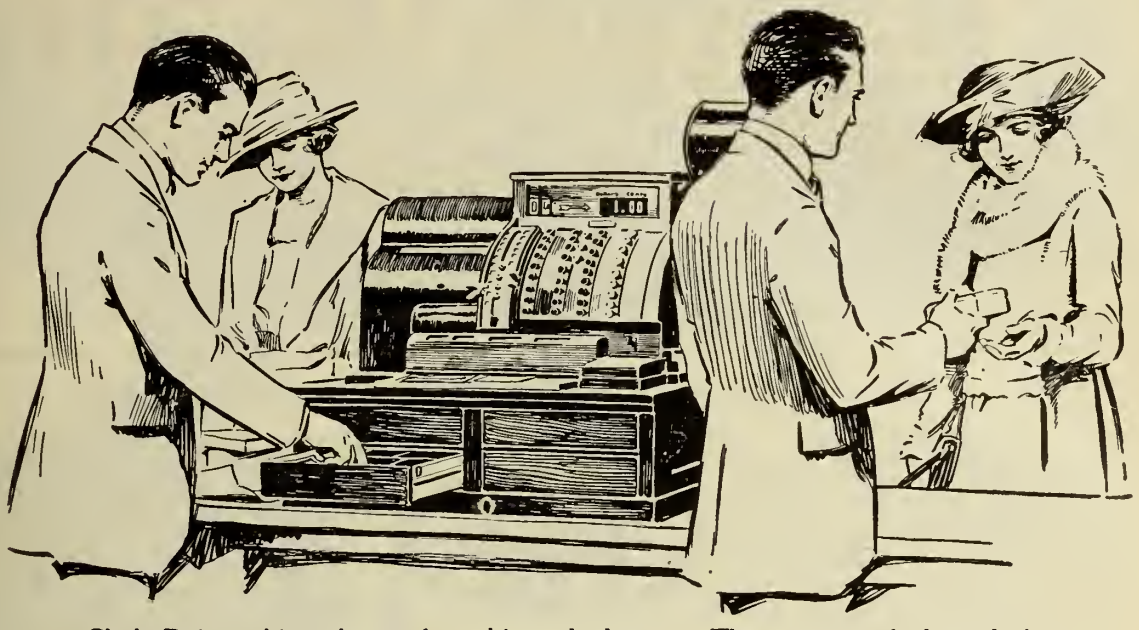
Our travellers are now on the road showing samples for Fall and immediate. Is your name on their calling list?



S. Rubin & Company

Mfrs. of the
"Fit-Well" Waterproofs

New Sommer Bldg., 37 Mayor St.
MONTREAL



Clerk D is making change from his cash drawer. The amount of the sale is shown at the top of the register. The other clerk is handing change and parcel to the customer. He made change from his own cash drawer.

A separate cash drawer for each clerk

This makes clerks more efficient because:

1. Each clerk is responsible for the business he handles.
2. In case of error it shows who made the mistake.
3. It gives each clerk credit for the work he does.

An up-to-date National Cash Register with separate cash drawers measures the ability of each clerk.

Up-to-date National Cash Registers are made with any number of cash drawers, from one to nine

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED

The Best Sock *For Our Winters*

We are offering you PURE WOOL SOCKS at reasonably low prices. If you have not inspected our assortment, send us a line and we will have a representative call. Send a trial order—they go fast. Sufficient stock kept on hand to fill orders promptly.

TRADE Hanson MARK

How the VALUE is made up: The QUALITY of the WOOL is the best obtainable. Expert people are employed in the manufacture of the Socks. They are made to resist the wear at the heels and toes.

Then the price to you enables the customer to get Socks that last at reasonable figures with a good margin of profit to you.

GEORGE E. HANSON - HULL, P. Q.

"Prosperity" Brand

For BUSINESS AND SPORT: If you are not already one of our valued customers you are invited to inspect our immense range of Shirts in ZEPHYRS, SILKS, COTTON, ETC., for THE HOLIDAY SEASON, and ALL OCCASIONS.

Note the proper sleeve lengths, 34-36, the tailoring of the Collar, the Buttonholes do not give way easily, and observe the generous length.

PROSPERITY SHIRTS ARE MADE TO SECURE THE SATISFACTION OF THE MERCHANTS — THEIR CUSTOMERS—AND OURSELVES. ORDER NOW.

Prices Range from $12.00 to $60.00 Doz.

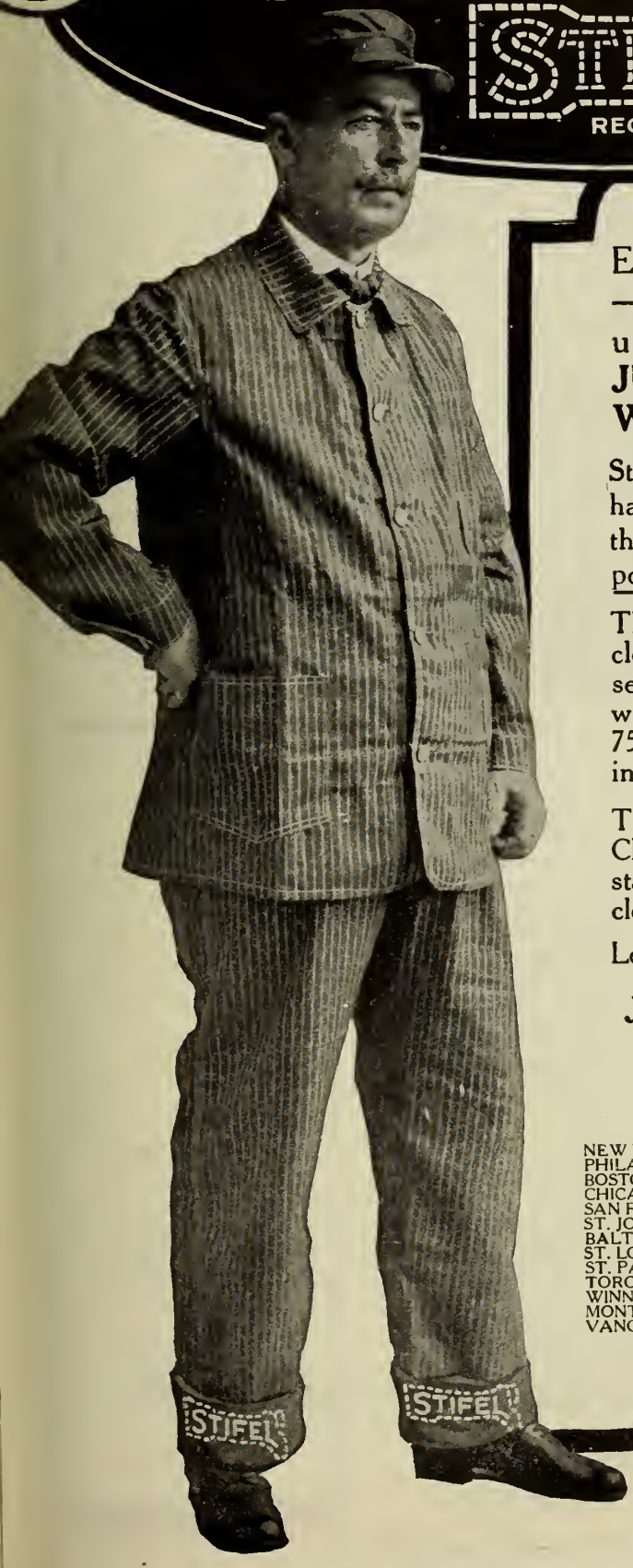
Prosperity Shirt Company

12 Queen St. East, Toronto

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED



Equal parts good looks and real quality —that's why Stifel Indigo Cloth makes up into 100% **OVERALLS, JUMPERS, UNIFORMS AND OTHER WORK CLOTHES.**

Stifel Indigo cloth is dyed a beautiful fast blue. It has a tough, strong weave, and is so printed that the white dots of the stripes and other patterns positively will not break.

The manufacturer who makes overalls and work-clothes of Stifel Indigo Cloth, and the dealer who sells overalls and work clothes of Stifel Indigo Cloth, will find Stifel Indigo reputation (standard for over 75 years) and Stifel Indigo advertising, big factors in making sales.

The genuine Stifel Indigo Cloth has this trademark stamped on the back of the cloth.

STIFEL REGISTERED

Look for it!

J. L. STIFEL & SONS
Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK	260 Church St.
PHILADELPHIA	1033 Chestnut St.
BOSTON	31 Bedford St
CHICAGO	223 W. Jackson Blvd.
SAN FRANCISCO	Postal Telegraph Bldg.
ST. JOSEPH, MO.	Saxton Bank Bldg.
BALTIMORE	123 Market Place
ST. LOUIS	604 Star Bldg.
ST. PAUL	238 Endicott Bldg.
TORONTO	14 Manchester Bldg.
WINNIPEG	400 Hammond Bldg.
MONTREAL	Room 508 Read Bldg.
VANCOUVER	506 Mercantile Bldg.

Write for Samples of Royal Prints—for Stylish House and Street Frocks.

NORTHLAND

Knit-On-Neck Sweaters

Northland Sweaters have long been known for their quality in Western Canada—the land where sweaters are a necessary article of clothing. Now these same goods are offered to the East, where sturdiness is just as eagerly sought after.

The Northland Knit-on-neck feature is a point that has taken well with customers wherever shown. The quality of worsted yarn used is kept to a very high standard and the shades are those suited to general demand, and the complete line has worked to the profit of many merchants who had heretofore been disappointed with their sweater sales. Another strong Northland point is that

the knit-on-neck feature is carried through the entire range from highest to lowest priced numbers

We offer attractive prices and terms and back up our goods with a strong guarantee. Ask us for particulars to-day.

Northland Knitting Company, Limited
Winnipeg, Man.

Manufacturers of Northland Brand Gloves, Mitts, Sweaters and Moccasins

A Real Talking Point

Northland Necks are knitted—not sewn—on body, the effect being perfect elasticity. No danger in sudden strains breaking the join.

Made to Individual Measure or from Stock

Oxford Clothing Co., Ltd.

King St. and Spadina Ave.
TORONTO

You Are Seeking
High Grade Suits
for
Young Men
at Prices Attractive to Them

See our Suits. Be convinced that we have their actual requirements.

Oxford Suits have the Smart Cut, expert tailoring, perfect finish, and are offered to our clients at moderate prices.

You can advertise Oxford Suits with your other lines with the assurance that our name alone will bring customers.

Write for prices and any further information that you require.

Large range of Suits for immediate delivery

Boys' Suits

What a difference there is in this class of Clothing! Some have the Lasting Quality and some wear out quickly.

OXFORD BOYS' SUITS are made to secure the entire satisfaction of the PARENTS, who have to pay for them.

Look them over.

Merchants who offer our Suits, whether MADE to MEASURE or READY to WEAR, do so with confidence that immediately secures the sale. They are made to satisfy all from the first "try on." The QUALITY of the material is apparent to the customer at a glance and our reputation is the guarantee for the STYLE and FINISH.

C.N.R. Clothes are FAULTLESSLY TAILORED and defy the closest scrutineer. The sleeve lengths are correct, roomy and easy. This point has a great influence with the customer. The fit around the collar is all that can be desired. The materials are the best obtainable and the garments are made to satisfy both Merchant and Customer.

C.N.R. Clothes give STYLE and QUALITY to your House and a reputation for VALUE. If you have not yet offered our models send us a line and we will have our representative call with patterns and prices.

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

FIT - U - CAP
WITH WINTER INBAND

Patented 1920

Have you seen it?
Do you know its merits?

To display it to your customer means certain sale.

Ideal Cap for a draughty day.

The very headwear for Motoring, Leisure and Sport.

ADJUSTABLE TO ANY HEAD from 6⅝ to 7⅜.

See our large assortment for Fall and Winter.

Its SMART appearance recommends the Cap at a glance.

Send a line for Prices and Patterns. There are good profits waiting for you.

Fit
Style
Quality
Popularity

TIP-TOP CAP CO. (Greene-Swift Ltd.), **LONDON, ONT.**

Campbell's Clothing

Quality

For Fall 1921
READY MADE

Our salesmen are now showing our new Fall ranges.

Please give particular consideration to our

Young Men's Models

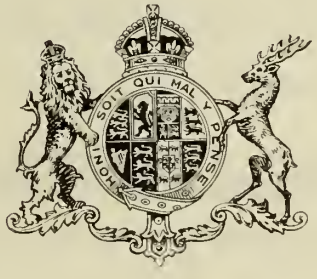
some of which have been accepted as standard styles by the International Designers' Association and the Fashion Book Publishers.

The Campbell Manufacturing Co. LIMITED
Montreal

Announcement

We wish to advise of our having secured the exclusive rights for Canada to manufacture Atkinson's Genuine Irish Poplin into men's cravats.

RICHARD ATKINSON & COMPANY
Dublin, Ireland



By Royal Appointment

The advantage to you is quick delivery, ease and promptness in replenishing stock, combined with our high grade of workmanship, built into modern and wanted shapes.

A. T. Reid Co., Ltd.
TORONTO, CANADA

Reid's Real Bengalene Cravats—Reid's All Silk Barathea Cravats
Reid's Hantide Dress Cravats

INDIGO SERGES

Nowadays Particular Dressers always ask for →

INDIGO SERGES

Every man who has once worn one, knows the VALUE and SATISFACTION derived from the Purchase of →

SERGES, IMPORTED WORSTEDS, SCOTCH & ENGLISH TWEEDS always show to greater advantage when tailored into →

FIT STYLE

A **Richardson** *Garment*

WORKMANSHIP GUARANTEED

For real HONESTY of VALUE, FIT, STYLE, WORKMANSHIP and GENERAL EXCELLENCE most men will choose ←

Merchants who carry stocks of Woollens cannot do better than have us CUT, TRIM and MAKE each of their special orders into ←

INDIGO SERGES

A. E. RICHARDSON & CO.

Makers of

HIGH GRADE CLOTHING FOR MEN

172 Simcoe St. Toronto

INDIGO SERGES

Dale Wax Figure Co., Ltd.

86 York Street, Toronto, Ont.

Our Display Fittings and Fixtures attract customers to your store and make sales easy.

Artistic Display appeals to the senses and creates a desire for possession. Send for our Latest Illustrated Catalogue and discover the value of our appliances to your particular requirements.

Window and Counter Stands

Wax Figures

Racks, Brackets

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Artistic Display Fittings in Wood or Metal

Dainty Designs and Expert Finish

Order Now

LION BRAND BOYS' CLOTHING

BOYS' SUITS *and* BLOOMERS

with the hard wearing parts specially reinforced to stand the strain of vigorous boys.

SMART STYLES
GOOD CLOTHING
PLEASED CLIENTS
FAST SALES *and*
GOOD PROFITS

You Can Beat Price Competition by Quality Goods.

Merchants who supply the "LION BRAND" are selling clothes with a reputation to keep up.

The JACKSON MFG. CO., LTD.

CLINTON, ONTARIO

Factories at Clinton, Exeter, Goderich *and* Hensall

Removal Notice

The recognized value-giving line of

Men's, Young Men's and Boys' Clothing

manufactured by

GEO. W. PECK & CO.
LIMITED

are now being manufactured in new and larger premises in the Havelock Building, 421 Union Avenue, Montreal.

With ample room, good light, ventilation, and the most modern equipment, we will be in a better position than ever to give our patrons service and satisfaction.

Geo. W. Peck & Co. Garments are known everywhere as the acme of style and quality. An examination of our values will convince you that this reputation is justified.

See the models for Fall now in the hands of our representatives.

A New Idea
for your
Boys' Department

If you want to make this department hum with activity, if you want to monopolize the boys' trade in your town, send us an open order for

Suits With a One-Piece
Silk-Lined Cap to Match

This original idea of a one-piece, silk-lined Cap to match each suit is a feature that will bring sure response.

We have endeavored to put into both Suits and Caps the details that will give the utmost of Service, Satisfaction, and Wear.

Let a trial order speak for itself.

Fashion Boys' Clothing Co.
149 Notre Dame St. W.
MONTREAL

J

Selling Hats

The New Way System displays four times as many hats as any other method—yet brings each in reach of the salesman.

Let us demonstrate the system to you.

Jones Bros. & Co., Limited
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Deacon Shirts

FOR STYLE
WEAR AND COMFORT

We Manufacture
STARCHED SHIRTS
WORKING AND OUTING SHIRTS
FLANNELS, ALL SHADES
TWEEDS, SATEENS
DRILLS, OXFORDS
FLANNELETTES
BOYS' WAISTS

The Deacon Shirt Co.
Belleville Ontario

REFER TO US
for
Boys' Gabardine Coats
and
Caps to Match
Made by
Schwartzman Bros.

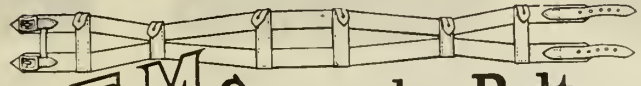
The only and exclusive Gabardine coat manufacturers in Canada.

Every yard bearing the Cravenette stamp, and made of the best English materials.

If our Salesmen did not call on you, it will pay you to communicate direct to our head office.

Schwartzman Bros.
Manufacturers of Men's, Ladies' and Boys' Gabardine Coats
1448 St. Lawrence Blvd.
MONTREAL

NO MORE SUSPENDERS



E.M. Suspender-Belt
(EVERYMANS)

It is INVISIBLE and IMMOVABLE. KEEPS the TROUSERS always UP and in place, and the shirt is kept down, permitting comfort when walking and perfect freedom in action, which is essential to the sportsman. Do not delay in writing for prices, and any further information you may wish.

MANUFACTURED BY
UNIFORM & EQUIPMENT CO. LIMITED
57 Colborne St
Toronto - - - CANADA
PHONE MAIN 5435.

CANADIAN PATENT No. 176,-829. U.S.A. Patent applied for. For Work, Sport, Office or Dress it supplies the long felt want of a Trouser supporter that does not PULL, DRAG or make itself felt as other belts or braces.

Testimonials received from Thin and Fat Sportsmen.

The Best Known Canadian Amateur Golfer.

"I have played Golf in one of your "E.M." Suspender Belts, and found it fully justified what you claimed for it. It is easily adjusted and comfortable, not only for the man with the normal waist, but particularly for anyone inclined to corpulency."

The Editor of the Canadian Golfer.

"I yesterday spent an afternoon on the links, and wore for the first time your Invisible Suspender Belt. I never had such "belt" comfort before, and shall certainly wear your admirable invention in future, both summer and winter."

UNIFORM & EQUIPMENT CO., LTD.

57 Colborne Street - - Toronto, Ont., Canada

ANCHORCHIEFS

IS THE TRADE-MARK FOR

MADE-IN-CANADA HANDKERCHIEFS

ONTARIO

Edward Burns Co., Ltd.,
Toronto, Ont.

MANITOBA, ALBERTA, SASKATCHEWAN, BRITISH COLUMBIA

Bryce & Co., Limited
Winnipeg, Man.

ANCHORCHIEFS are packed for the trade in quantities of five dozen in attractive display cartons.

ANCHORCHIEFS are Safe, Sealed and Sanitary, each being individually packed in glassine bags.

We supply an ANCHORCHIEF Display Cabinet—a most efficient Salesman.

A complete line of samples is carried by our agents in the districts shown.

QUEBEC PROVINCE

W. F. Macoun
518 St. Catherine St. W.,
Montreal, Que.

NEW BRUNSWICK AND NOVA SCOTIA

Jones-Cairns Limited
85½ Prince William St.
St. John, N.B.

Look for the "Anchorchief" brand

Canadian Handkerchiefs Limited

Canada's Largest Handkerchief Manufacturers

MONTREAL, QUEBEC

MADE-IN-CANADA HANDKERCHIFES

"Fountain Brand"

Pure Irish Linen Threads

Manufactured by

Island Spinning Co., Ltd.

Lisburn, Ireland

FOUNTAIN BRAND

"Fountain" Brand Threads

ARE

"Best" for Evenness.
"Best" for Strength and Durability.
"Best" for Each and Every Purpose.

Warranted to work smoothly and well.
Why not use the best? When the wearing qualities are tested out time will show the sterling worth of Island "Fountain" Threads.

Adapted to Every Need

Special threads for all machines used by manufacturers and makers up of Leather and Textile Goods. Thoroughly reliable merchandise for trades requiring strong and durable threads.

Ask for Samples and Prices.

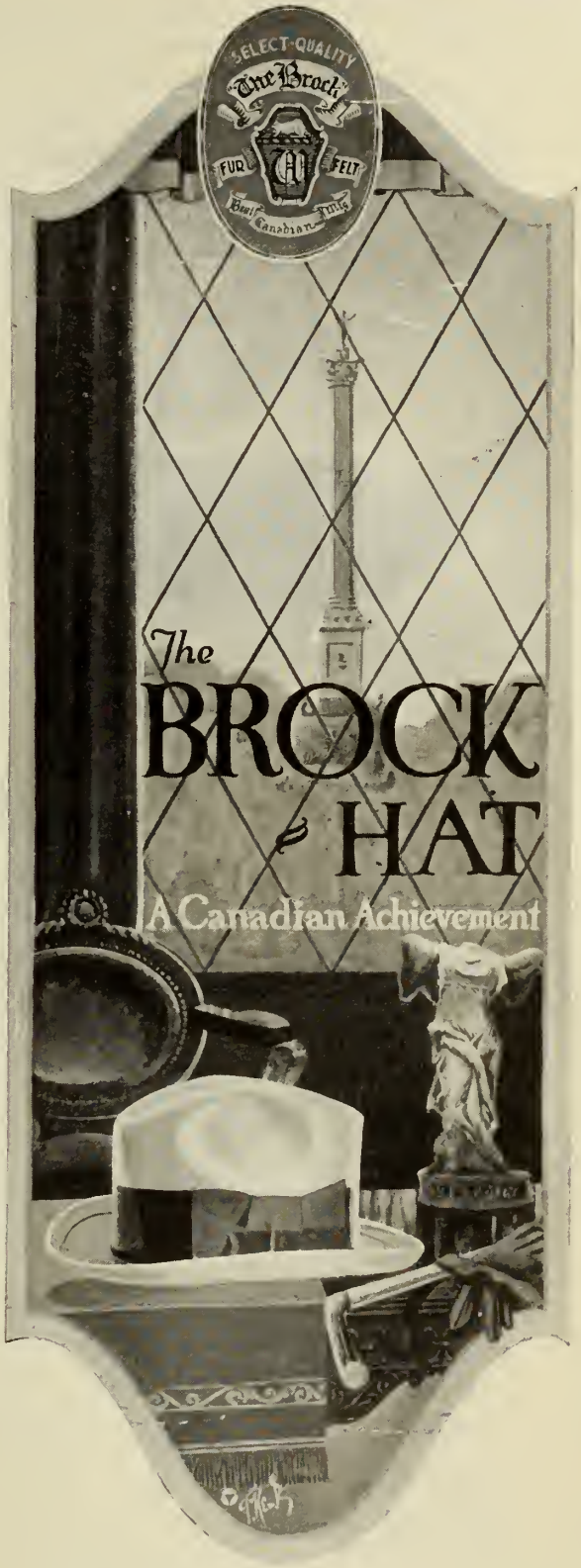
Sole Agents for Canada

WALTER WILLIAMS & CO.

LIMITED

MONTREAL, 508 Read Building

TORONTO 20 Wellington St. W.
QUEBEC 533 St. Valier Street
VANCOUVER 217 Crown Building



Canada's Best Known Hat. Always in Steady Demand. Advertised from Coast to Coast.

"The colors of all Brock Hats for 1921 are absolutely guaranteed."

THE WOLTHAUSEN HAT CORPORATION

LIMITED

Head Office and Factory: BROCKVILLE, ONT.

Salesrooms:

MONTREAL, Mappin & Webb Bldg.
TORONTO, Cosgrave Bldg.
VANCOUVER, 315 Bower Block
WINNIPEG, 228 Curry Block

In Other Composition Collars Breaks Cause Disfigurement

KANTKRACK Flexible Tab Means Long Wear.

This Patented Flexible Tab Prevents Ugly Cracks

An exclusive feature with KANTKRACK which, we say, "Doubles the life of the collar." Experience of wearers of KANTKRACK shows that we understate the facts, because actual wear is found to be three and four times as long. Men who have experienced the extra service of these collars naturally insist on having them again —and there are thousands of them.

Stock KANTKRACK composition collars for quick turnover.

The tendency is to narrow collars.

Have you these lines in stock?

ONE GRADE ONLY, AND THAT THE BEST

Made in Canada by the Manufacturer Who Protects the Dealer

The Parsons & Parsons Canadian Co.

HAMILTON, CANADA

ESTABLISHED IN U.S.A. 1879 ESTABLISHED IN CANADA 1907

11½ to 19 | 11½ to 21 | 11 to 19 | 12 to 19 | 14 to 19

The Budget and Men's Wear Dealers

Sales Tax is Increased on Domestic and Foreign Goods — Business Profits Tax is Wiped Out—Protection Against Importations From Foreign Countries Where Currency Depreciated—License Fee.

SO far as the Canadian dealer in men's wear is concerned, the new budget introduced by the Minister of Finance, Sir Henry Drayton, on May 9th, adds nothing to his perplexities and little to his difficulties in merchandising his goods. Unlike the budget of a year ago, it will not, to any appreciable or noticeable extent, place a restraint on business. The government seems to have had two main considerations in view in framing this budget: First, the increasing of the revenue by methods that would cause the least dislocation of business and the smallest possible cost of administration; second, amendments to the Customs Act, having in view rectifying, as far as possible, the unfavorable exchange situation by the encouragement of greater industry and trading within Canadian boundaries. Just how this is provided for in the new budget may be more fully outlined.

The Sales Tax

The supreme interest in the new budget, so far as the men's wear dealer is concerned, centres around the Sales Tax. The views of the retailer with regard to this tax were fully outlined at the recent conference in Toronto between manufacturers, wholesalers and retailers. He wanted a tax that would be imposed at the source and, like all other taxes, be absorbed. More particularly, he objected to a turnover tax that would place a tax on every transaction by manufacturer, wholesaler and retailer and which he would have to sell, as he had to sell the Luxury Tax. It was apparent to him that the cost of administration of such a tax would wipe out a considerable portion of the additional revenue so obtained.

In the new budget, the retailer had got about what he wanted. The tax is not absorbed in the same sense in which other taxes are absorbed; but he does not have to sell the tax. It is the same Sales Tax that he has been paying for a year back. Only the percentage is increased in the domestic application of it and a slight change made in its application on imports. If the retailer buys direct from the manufacturer, he will now pay three per cent., where formerly he paid two per cent. This will be operative on the purchase of clothing in the majority of cases. Where the retailer buys from the wholesaler, the tax will now be 1½ per cent., where formerly it was one per cent. The import rate is now 2½ per cent., and in the case of the retailer making a direct import it will be four per cent. The necessity for this lies in the fact that more than one sales tax is included in the finished article made in Canada, while the materials entering into the manufacture or production of the finished article are not subject to any such tax.

Turnover Sound in Theory But—

Sir Henry Drayton, in delivering the budget, held that the Turnover Tax was sound in theory but that in practice it would not work out to advantage. He gave as his reason the same that has been given by the Dominion Board of the R.M.A., namely, that the cost of administration would be altogether too high. In arriving at this decision, Sir Henry has taken a step that will receive the hearty commendation of the retail trade in Canada. Consideration was also given to the fact that many retailers do not keep books.

Business Profits Tax Goes

It is not a surprise to the retail trade that the Minister of Finance decided that the time had come to wipe out the Business Profits Tax. As Sir Henry stated, it would be largely inoperative in any case. Retailers are reconciled to the fact that the present year is not to be a year of profits in view of the heavy losses they have taken and may still have to take before the end of the year. The accumulation of taxes had become very burdensome and the removal of this one will add to the enthusiasm of the retailer in collecting the increased Sales Tax.

Amendments to Customs Act

The amendments that have been introduced to the Customs Act have in view the protection of Canadian industry and the decreasing of unemployment. The Minister of Finance in referring to these amendments said: "Changes ought to be made in the Customs Act with a view to securing a more efficient carrying-out of the principle of the dumping provisions. Much of the unemployment at present existing results from the importation into Canada of goods at prices below the cost of production. Insofar as the public are concerned, little if any price advantage has accrued to them through these importations. . . . It has been established that after large shipments of goods have been made from a foreign market and entered at customs at a valuation justified by temporary quotations in that market, prices there have registered substantial increases. The result, however, is directly felt by the Canadian producer and worker. Goods ought to be valued for customs purposes not at forced-sale prices justified by temporary quotations in the foreign market, but having regard to the regular standard in that market and to cost of production and a reasonable profit thereon."

Of course, Sir Henry does not talk in terms of protection to Canadian industry; he speaks of rates of exchange. But the practical application of his amendments to the Customs Act means that he discourages extensive buying in the United States and gives greater protection to Canadian industry against foreign competition, especially where the exchange rate is against the currency in the country exporting to Canada. In the case of goods coming from the United States, the duty is fixed on the price of the goods at the day of shipment rather than at the day of withdrawal from customs. And to prevent the sort of foreign competition that is based on forced sales, this clause is added: "provided that the value of new or unused goods shall in no case be less than the actual cost of production of similar goods at date of shipment direct to Canada, plus a reasonable profit thereon, and the Minister of Customs and Inland revenue shall be the sole judge of what shall constitute a reasonable profit in the circumstances."

Where Currencies Have Depreciated

In the case of countries where currencies have greatly depreciated, such as Germany, greater protection is given Canadian industry by a sliding scale. Any depreciation of a foreign currency greater than fifty per cent. shall be disregarded and the lowest valuation which can be made will be arrived at by a depreciation of fifty per cent. In other words, with the rising value of the German mark in the money markets of the world, or of any other foreign currency, the measure of protection is increased. This, of course, is meant as an encouragement to Canadian industry, having in view the adjusting of unfavorable trade balances and the greater production of Canadian goods so that unemployment may cease.

Other Provisions

Goods from a foreign country must be so labelled. This is to prevent one country from selling goods in the Canadian market and representing them as the manufacture of another country.

Every manufacturer, and business man must have a license which costs him $2.00. The new taxes became operative on May 10th.

MEN'S WEAR REVIEW

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INCREASING SALES THROUGH SALESMEN

SERIOUS consideration is being given by many retailers today to the matter of maintaining or increasing their turnover. In this issue of Men's Wear there are outlined a number of plans being worked out by various retailers, having in view the desired turnover for the current year. There is no doubt that turnover during the year 1921 will reflect to a marked degree on the efficiency of the sales' staff of every organization. Recognizing this, progressive merchants with whom Men's Wear Review has talked have outlined various plans that are being tested in their organizations. There is the case of one retailer who has set an objective for each department for the month, comparing it with the corresponding month of the previous year and taking into consideration local industrial conditions. If that objective is reached, every member of his staff in that department is given a liberal bonus. Another retailer stated that he had increased the commission offered salesmen for the sales they made. They are, at all times, given a one per cent. commission on their total sales. Now, the salesmen in his organization are given the objective for the coming week in their envelope on Saturday night. If they exceed this objective they are given an additional two per cent. of the increase over the objective. This objective is the record of the corresponding week of last year.

Still another retailer stated that he gave a "spiff" of a certain amount to every salesman who sold a suit over $45. His reason for doing this was a somewhat long-distance one. He believes that $45 will be about as high a price as men will want to pay for suits next Fall, that is, the majority of men. Therefore, he wants to unload all the merchandise he has over that price.

TRAINING IN SALESMANSHIP

IN two instances, Men's Wear Review has come across firms or organizations that realize the value of training in salesmanship. The firm is that of the C. H. Smith Co., Ltd., of Windsor. Regular classes are conducted by the departmental heads of this firm in which useful hints are given in the art and science of salesmanship from many different angles. It is the recognition of the fact that salesmanship is, after all, not the callin of the inefficient, untrained mind, but quite the r verse. The salesman or saleswoman who looks upon h or her work as that which requires and demands eff cient, courteous and painstaking service must realiz at the same time, that it is an art which requires deve opment through training. It is this idea that promp the firm of C. H. Smith Co., Ltd. to institute class in salesmanship.

The case of the Ottawa Retail Clerks' Associatio holding classes in salesmanship is also worthy of con mendation. It is the recognition of a class conscious ness that can lead, if wisely directed, to the utmost goo to the entire retail trade of the country. Self-improv ment from within is highly beneficial; and the fact th these retail clerks are geting together, discussing th problems that arise out of their daily experiences, augu well for their efficiency as salespersons.

We would suggest that the activities of such an ass ciation might well embrace even a wider field. might include display men. The work of the displa man to-day is as much harder than a year ago as th work of the salesman, and by the exchange of ideas the could all improve their work. There was recently hel in one of the large cities of Ontario a special week i which the products of that city were supposed to be a vertised. There are several dozens of kinds of articl manufactured in this city, yet only a mere handful window-display men dressed their windows with pr ducts of their own city. It seemed like an opportunit lost. If a dozen men in that city had got together an arranged for as many displays in which home produc were shown, it would have created considerably mo interest in the week with the result that more peop would have come out to see the displays and more me chandise would have been sold. It might be wort while considering this enlargement of the activities the association.

FOUR-SEASON SELLING

WHETHER or not there is an official endorsemen of the four-season buying plan either in Canada the United States there is no doubt that the agitatio has been productive of much good. It has still furth emphasized. if that was necessary, the inadvisability too heavy purchases looking several months ahea Over-stocking is not in the interests of either the manu facturer or the retailer, and only leads to unsettle times. Scientific buying, based on an intimate know ledge of one's requirements, will avoid many pitfall The agitation for four-season buying is, after all, a agitation for more scientific buying. There are un doubtedly obstacles to be met by both retailer and manu facturer in this plan; the discussion that is going on ma (we hope it will) overcome all obstacles which stand i the way of better merchandising. The idea behind th four-season buying plan is better merchandising, safe merchandising; the idea, if not the actual plan shoul triumph. In its triumph are better times for all con cerned.

Get After the Sportsmen This Year

L. Guillemette, of Three Rivers, Believes it Will be a Year of Good Profits in These Lines—Featuring Novel Displays—Luggage a Profitable Line.

FROM the comparatively humble position of tailor on a bench to that of proprietor of an exclusive men's wear shop in the city of Three Rivers, Quebec, is the achievement recorded of L. Guillemette, of Notre Dame Street. Situated only a stone's throw from the celebrated mineral springs hotel, the Mecca of hundreds of health-seeking pilgrims, and equally close to the fashionable boulevard promenade which overlooks the beautiful St. Lawrence river, the store is ideally located in so far as its claim to be a smart specialty shop is concerned. It is rarely that the traveler, jaded and bored with the luxury of transcontinental caravanserais though he may be, fails to appreciate with a sense of surprised delight the comparative anomaly of Fifth Avenue smartness in the old-world atmosphere of a Habitant French speaking population. Unexpected though the discovery always is, it never fails to result satisfactorily to either proprietor or customer, the latter being usually eager for some memento of the city which will express the typical atmosphere of the historic town, yet will be practical and free from the "white elephant" characteristics of the average souvenir palmed off on the unsuspecting tourist by the cunning retailer.

Keen Competition

The youthful and ambitious little tailor of twenty years ago is now a successful and prominent merchant, who is regarded as real style mentor by the good people of Three Rivers as well as by the travelers afore-mentioned. Presiding paternally over his smart shop, he welcomes everyone with that charming courtesy and deference which seems to be the exclusive characteristic of the French race. The store is indeed one to linger in with interest, its equipment and interior decoration being especially notable for so small a city. It is a noteworthy fact in this connection however, that competition is abnormally keen in this city of 28,000 inhabitants, there being somewhere in the vicinity of twenty-two men's clothing and furnishing establishments besides the local dry-goods stores. In this respect Mr. Guillemette's success is still more notable, because as everyone knows, there is no shopper so shrewd as the French-Canadian, and the habit of bargaining dies hard in their race. The proprietor argues, however, that it is better to lose a sale than to allow the customer to beat down the price, and that he no longer has to display the sign so often seen in other shops, "One Price Only," is due to the fact that he has succeeded in maintaining his point.

"Young Men's Store"

Professional men, the officials of all the many important mills and factories which operate in Three Rivers, and the better class farming element are among those who patronize the Guillemette shop, which however likes to be known as the "Young Men's Store" and makes especial claim to that title by reason of its exclusive and well chosen merchandise. The proprietor avoids any suggestion of the bargain sale atmosphere, being absolutely opposed to the holding of sales in any form, and even to the display of price tags and placards. His store is singular in this respect and reminds the visitor that quality, not price, is paramount in his establishment. The background and woodwork of the store are entirely of fumed oak in mission style with mirrors almost lining the wall on the left hand side. Three solid plate glass cases are ranged on the left also to show the unusual displays of haberdashery which are arranged each week by the display man, C. A. Lacroix. The latter, by the way, undertakes to dress the two front windows and the show cases weekly in most uncommon and well arranged effects and even keeps two or three small mission tables in the foreground of the store topped with an unusually clever unit of furnishings of interest according to the season. Recently, the show cases and tables featured all the appointments suitable for the most correct evening attire, including jewellery, walking sticks, silk hat, gloves, cravats, socks, etc. Vests of the newest cut and shades were

(Continued on next page)

Interior view of store of L. Guillemette & Frere, Three Rivers, Quebec.

carefully fitted on forms to show the latest method of closing or design as the case might be. These displays are so arranged that they may be seen easily through the plate glass front door, and the store is always brilliantly lighted at night even on the evenings when it is closed, so that passers-by may take in what they might have no other opportunity of seeing.

Featuring Luggage

An important feature of the store is the luggage which occupies much space among the other displays. All around the top of the clothing racks and cases are shown very smart and substantial club bags, suit cases, etc., arranged in a way rather unusual in such lines. Bags are shown open or sideways or filled with attractive haberdashery, in a most enticing way, and it is not surprising to learn that the baggage sells as well as anything in the store. "Customers come in a great hurry," remarked Mr. Guillemette to a representative of Men's Wear Review, "and ask for a bag of some sort, and I nearly always sell something else with it. A new bag seems to call for new gloves or a new scarf—it is wonderful how it shows up the defects of ordinary attire!" Besides the baggage, Mr. Guillemette specializes in imported automobile rugs of the finest kind, and finds that these are tremendously popular with tourists as well as with the motoring element of the local population. In fact, he has found it necessary to stock everything for the motorist and the chauffeur, so great has the demand become. During the present month one of his windows was especially arranged in honor of the opening of the spring motoring season, and featured a correctly attired chauffeur in uniform surrounded by the usual accessories in the way of wearing apparel, together with a tire, lamps, goggles, etc., loaned by a local garage. A soft drapery of velvet and a little foliage gave this display an unwonted attractiveness, and resulted in much business for the store.

A Sportsmen's Year

According to Mr. Guillemette, the coming season is to be a great sports' year, and he is preparing to go after the sportsman in every line as well as the tourist and motorist. Golf clothes and equipment will be played up in his displays, and even baseball clothes are not despised. Fishing outfits are to be shown in the near future and it is expected that this display will prove irresistible to the local Isaak Waltons, who are extremely numerous. Tennis flannels, blazers, shirts and colorful ties are scheduled to appear a little later, each with its own appropriate display linked up with just sufficient advertising to recall to the tired business man that summer is coming and he must look to his wardrobe. Men in general are taking more care of their attire for sports, explained Mr. Guillemette, and even for the "roarin' game," the delight of all true Scotchmen, he finds it pays to feature the requisite sweaters, socks, scarfs and woolly tams, the recognized insignia of your true curler. "Go after the sportsman this year, if you want to get the business," is Mr. Guillemette's slogan, and apparently the smarter the equipment the better the merchandise will sell, but of course, every retailer cannot expect fifty dollar rugs and forty dollar club bags to prove the best sellers in his neighborhood. Even if it is only a display of bathing trunks for the local Sunday school swimming competition, it can be displayed in such a way that your customer will want to purchase, according to Mr. Guillemette, and last but not least, he stresses the absolute necessity of keeping the men's store in perfect order at all times of the day. "Look at my shelves," he remarked in conclusion, "and see how evenly all the boxes are arranged." Then with a quick gesture, he brushed his hand across several rows throwing the neat lines into confusion, and turning to the Men's Wear Review representative, with a smile, said, "It is so easy to keep things untidy like this, and such a lot of work to straighten them out continually, but just look how the effect of a few scattered boxes can ruin the look of a store. It is a si ple thing, isn't it, but in my opinion there is nothing so important as neatness, freshness and order in a men's wear store."

In other words, eternal vigilance is the price of safety in the case of this successful Three Rivers' merchant, who owes his own personal success to his unremitting attention to little things, and who to-day stands as one of the successful self-made men in Eastern Canada.

"Everything for motorists." This is the boast of L. Guillemette & Frere, of Three Rivers, Quebec. This is an original window display arranged by Mr. Lacroix, the display manager.

SECOND ANNUAL CONVENTION

The Second Annual Convention of the Purchasing Agents' Association of Canada, will be held in Toronto on May 14th at the King Edward Hotel. Every purchasing agent, whether a member or not of any of the associations now formed, is cordially invited to attend. Matters vital to every industrial company and purchasing agent will be discussed. This association is doing a splendid work in assisting Canadian industry by fostering Canadian buying and boosting the "Made-in-Canada" campaign.

TWO KNICKER SUITS

To a representative of Men's Wear Review, John W. Peck & Co., Ltd., of Montreal, stated that there is an increased demand from the trade for boys' two knicker suits, in other words, for two pairs of pants for boys' suits. Apparently father and mother have come to realize the economy in the "two pant" idea, as well as its bearing on the better appearance of the boy at all times.

The Chart as an Aid to Turnover

Sets a Department Objective and Gives Bonus to Salespersons if They Reach Objective—Provides Cue For Advertising Manager to Help Along Departments—Improves Internal Service.

ADVERTISING and service are the two strong arms of the retail organization. Advertising is for the purpose of bringing prospective customers to the doors of your store; service is what they get after they have entered the portals of your store. Service is what the customer gets in the way of quality in merchandise and attention from the salesperson who waits on him. Now, the quality of the merchandise purchased for any store is usually determined by a tried principle to which the proprietor or directors are committed after some years of experience. But the type of service given by the members of the sales' staff depends more particularly on the individual who, aside from abiding by rules and regulations set forth by the management, puts something of his own or her own individuality into his or her work. The individual element is something that can be developed and encouraged in various ways by the proprietor or the management of a store, and in times when every effort must be put forth to maintain or increase the turnover in the year's business, it is wise, perhaps, that serious consideration be given to such ways.

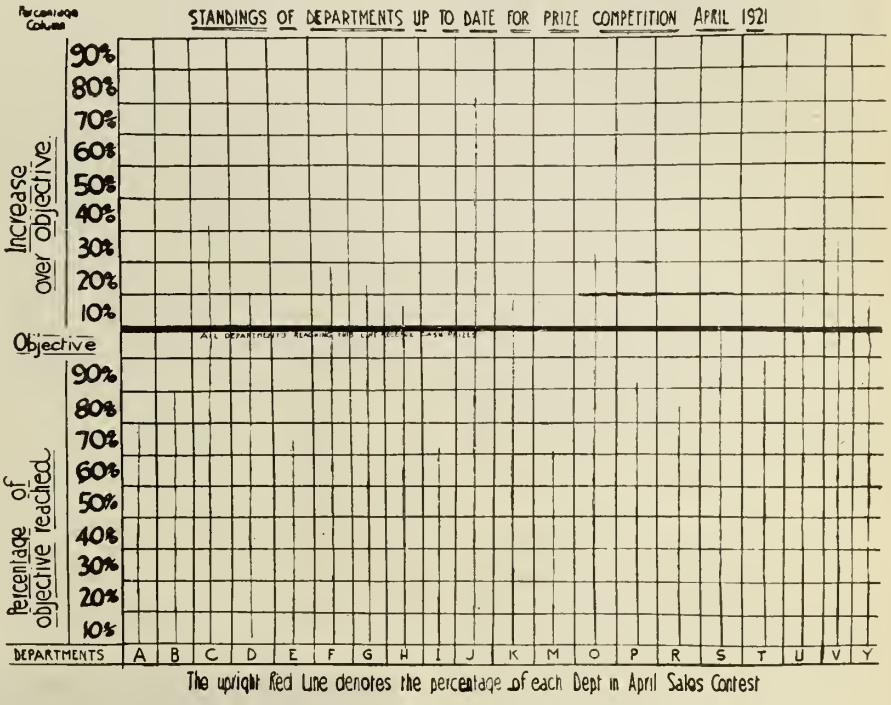
The Two Ways

There are the two ways, therefore, to maintain or increase the turnover of business during the present year—by aggressive advertising, and by better service from the inside of the organization. We find that there are some merchants who are cutting down on their advertising appropriations for the year, and we believe that they are making a mistake. If advertising has value at all—and there can be no doubt about it—it assuredly has the greater value when business is harder to get. If you will make a careful examination of the livest firms of your acquaintance, you will find out that they are increasing their advertising appropriation this year rather than decreasing it.

Practically all merchants, however, are convinced that better service from the inside of the organization is an essential for the year. It is real salesmanship this year that counts. Members of the sales' force are no longer order takers; they must be salesmen and saleswomen. But how to encourage or develop their qualities of salesmanship may be a problem not yet solved in the minds of many.

A Chart

On this same page is reproduced a chart that is being used by one of the livest retailers known to the writer. For obvious reasons the name is not given. The letters underneath the various columns are, of course, for the different departments in the store. The monthly records of each department for the last two years were carefully considered and an objective fixed for the month of April for each department. The heavy, centre line is the objective line; the percentages under that line are the percentages leading up to the objective, and the percentages over the line are those in excess of the objective. This chart is placed in the basement of the department store, where the scheme is being worked out and where every member of the sales' force can see it. It is worth mentioning that every member of the sales' force does see it, too. The writer watched many of the members of the force as they examined it before starting their work in the morning, showing that they were taking an intense interest in it. After each day's business, the sales of each department are marked up by the red line that can be seen on the chart. In the morning, therefore, or any time during the day, each salesperson in every department knows within what percentage their particular department of the objective that has been set.



Above is a reproduction of the chart used and described in the accompanying article. How this is working out may be judged from a study of the chart itself. The picture was taken about a week before the close of the month and it will be seen that eleven out of the twenty departments are already "over the top."

The actual dollars and cents set in the objective, or the actual dollars and cents in business done every day are not known to the members of the sales' staff; they are known only to the department heads. The percentages, shown from day to day, are really all that is required to show how the department is progressing toward the objective line.

Value of Chart

The head of this firm attaches considerable importance to the fact that this chart is an open book to the members of the sales' staff, showing how each department is doing every day of the week. In another month when a second chart is started it will be even more valuable because it will show, from day to day, how the department is getting along in comparison with the previous month. Every member of the sales' staff can tell by a glance at the chart how far they are from the objective and how long they have to reach it. We have talked with a number of retailers who have had something of the same idea in their heads but have not evolved the actual chart here shown and which will be invaluable to them.

Works With Advertising

This chart is also invaluable to the advertising manager in the way of assistance to departments not getting along with their objective. In this store there is a splendid store spirit; salespersons in one department are, of course, anxious to see their own department reach the objective line first, but they are none the less anxious to see the other departments reach theirs. If the chart shows when the month is about two-thirds gone that certain departments are not likely to reach their objective or are falling behind, the advertising manager can devote extra space in the daily advertisement to those departments. In comparing the advertising given to such departments with that given them a year ago, it may be found that they are getting as much as they got a year ago and that, therefore, the members of the sales' force in these particular departments need a little encouragement in their sales' methods.

The Reward

The head of this firm is convinced that the

(Continued on page 41)

Playing Up Golf Clothing

Retailers Say There Are Splendid Profits in Catering to this Popular Sport—Study the Requirements—Tourist Trade is Profitable—Displays Described.

THERE is no sportsman among all the numberless varieties who set up claim as devotees to outdoor life so well worth catering to in the average men's wear store as is the golfer, be he an expert or a raw recruit. One has only to glance at the daily papers wherein our leading cartoonists delight to parody the failings of mankind in pictorial form, to observe that your tired businessman may be satisfied with any old thing around the house or office, but "when he takes up golf" demands at least a coat of professional cut and smartness in order to be "de rigeur" on the links.

The golfing season opens early in most localities, and is generally in full swing by the 24th of May if the ground is in good condition, but long before the season is officially opened the golfing enthusiast is poring over catalogues and practising putting on the front lawn preparatory to getting into his real stride in a mixed foursome at the country club.

Their Requirements Studied

For several years past the requirements of local golfers have been studiously and scientifically looked after by Montreal furnishing and clothing stores, and one or two of the retailers of more exclusive lines have become known as real authorities upon correct golfing attire as well as in regard to the other sacred rites connected with fishing, tennis or motoring. Several leading stores have featured sporting goods in their window displays from the middle of April, and during the last few days the newspaper advertising has carried a dominant note of golf togs. A staff member of Men's Wear Review interviewed a number of the leading retailers upon the subject, to ascertain what the possibilities in sports clothing really amount to, from a profit point of view. The consensus of opinion seemed to incline to the view point that the golfer is the most worthwhile sportsman for the average retail clothier to cater to. For one thing he rarely frequents the department stores for his needs in the furnishing line, and the feminine purchaser treads on precarious ground when she attempts to select the suitable togs in this connection. The golfer is at once unpretentiously smart and comfortably informal in his attire and there are few types as difficult to achieve as this combination.

To enlist the interest of those who have not already given thought to the question of their 1921 outfit for the links, the downtown store of Max Beauvais Limited is sending out a fully illustrated booklet treating of the various approved golfing outfits and accessories. A carefully selected mailing list will be prepared based upon the names of the members of all the clubs in and around the city of Montreal, and thus the appeal will be definite and personal in its nature. Newspaper advertising will be run at the same time about the middle of May in order to bring the same information to the attention of those men who are thinking of joining a golf club, and as the number of new organizations to be started this summer is larger than usual, the prospects for success in this line are more than assured.

Max Beauvais, Montreal

The Fashion-Craft shop uptown on St. Catherine Street is featuring a neat window display of golfing togs this month, which includes the new tweed jacket designed with the shoulder pleat, four roomy patch pockets buttoning over with a flap, a half belt and convertible cuffs in loose or snug effect. The much approved knickers and heavy all-wool hosiery are also featured, together with a pair or so of the novel gloves designed to prevent the hands becoming sticky from the tape binding of the clubs on a hot day. The said gloves have a leather palm made of washable doeskin with elastic wrist, and the backs are made of coarse linen mesh which is perfectly ventilated and cool. These gloves come in three shades, all white, grey and brown to accompany the dominant shade of the suit worn. A swagger golf bag fitted out with several clubs acts as a support for a neat oiled silk rain coat which will roll up into nothing almost, yet will provide perfect protection. The rough tweed hat or cap accompanies the outfit and is undoubtedly the most suitable type of headgear for the sportsman. Golf balls are placed here and there in the foreground and a smart new belt with silver buckle completes the display. An interior unit display on much the same lines is being featured at the down-town shop of Max Beauvais Limited, showing the latest novelties in clothing and accessories. A small show card neatly lettered in black indicates the nature of the display in a quiet but eminently artistic manner.

A rather unusual novelty which is played up with the Max Beauvais display this month is a novel walking stick designed to represent a golf club except that the head of the club forms the handle and there is a ferrule tip in place of the usual binding of fabric, or leather. There are several styles of cane, including the driver, putter, and cleek types, almost impossible to tell from the originals.

Sport Novelties

According to the Fashion-Craft shops the American tourist is a frequent visitor during the summer months, and of late seasons has expressed a strong admiration for Canadian homespun clothing as well as the all-wool hoisery which is imported from England.

An interesting little corner to sportsmen. Featured by the Uptown Store of Max Beauvais, Limited, Montreal, to show the correct accessories and wearing apparel for the golfer. A golf bag is used as the support for the raincoat and the balls are set upon make believe tees ready for playing off.

So popular has the homespun become in the United States that smart shops along Fifth Avenue are already making much use of this erstwhile despised fabric, and playing it up as the novelty of the season, calling it "Real Canadian Homespun" instead of "wool crash" or other misnomers formerly associated with its shaggy surface. The retailer who is located in any place frequented to any extent by tourists will not make any mistake in featuring sports clothes of this material, and as the vogue for sports clothes predominates over all others in American cities this season, the humble Canadian tweed will easily take first place as favorite choice with summer visitors.

The Knicker Trouser

The knicker trouser has almost entirely supplanted the regulation style both for motorists and sportsmen, it was explained, and the demand was so accentuated last summer that designers have anticipated every possible whim of the customer of sporting inclinations. The vogue for heavy woolen hose in sports effect with contrasting cuffs, in browns, Lovat and heather mixtures is accordingly the leading line in hosiery and every retailer should remember that no other kind of sock is suitable, the amount of strenuous exercise entailed by an 18 hole round of golf or a cross-country tramp requiring the maximum of foot comfort and protection. An unusual side to the merchandising of sports' clothing was pointed out by one of the retailers interviewed, who stated that last summer he was called upon to sell several of his regulation men's golfing suits to the fair sex, who contemplated a camping trip or a hunting expedition. The vogue for wearing breeches or knickers is growing with women who are athletically inclined, not only for horseback but for winter and certain summer sports as well.

Novel two-in-one bathing suit, made of steam shrunk knitted fabric. The garment may be worn either with the belt outside or inside. The garment shown is of dark green color with trimmings of pearl grey. Shown by Cornell Knitting Co., of Peterboro. Photo by Photo-Kraft Studios, Montreal.

The suits require scarcely any alteration, it is said, as women usually prefer to don a sweater underneath the coat for cool weather and with the exception of taking in the waist line an inch or two, the suit is practically ready for wear.

A particularly smart golfing outfit is featured this month by the Brohman store on St. Catherine Street, and includes the new scarlet "Charlie Murray" coat made fo heavy Jersey cloth, with all the latest ideas in pleats and pockets and fastened with brass buttons. When worn with white crash or Palm Beach knickers the effect si delightfully cool and comfortable. This costume is also duplicated in women's stores for feminine wear, and was recently adopted by the winner of the international tennis championship in the United States.

An unique window display by Calhoun's, Ltd., of Hamilton, exclusive hatters. This window was the Easter display of this firm and was resplendent with appropriate colors. The ribbon in the front of the picture is purple and the cords are of a lighter shade of purple. The chickens seen to the right and left of the picture are just "coming out" from beneath minature hats.

R. J. Tooke Stores

The R. J. Tooke stores are also playing up the golfing note in their advertising of late, and are displaying a small unit of club bag and sweaters to emphasize the idea. One of their advertisements recently stated that "In the Old Country it is not considered quite proper for a golfer to appear on the links sans coat. But they do not have the clear penetrating sunshine of the Canadian summer—it is rather a matter of climate than of social etiquette when weather conditions are considered. We wear coats in the springtime and fall. We have them in real homespuns—in Jerseys and in waterproof gaberdines—with or without golf breeches."

There appears to be little doubt that golfing is on the increase and that every retailer who cares to make the necessary outlay will be assured a surprising amount of business during those months which are apt to be dull in the furnishing line.

In replying to the communication from Ontario retailers' executive with regard to a lower wholesale cost for collars, Tooke Bros., Ltd., of Montreal, state that it is impossible to lower the price at present but that this will be done as soon as possible. This communication will appear in the next issue of Men's Wear Review.

Wanted---A Travelling Display Manager

W. C. Hunter of Barrie Suggests That There is a Good Opening in the Trade for Such a Man —Average Store in Smaller Places Cannot Afford First-Class Display Man.

IS THERE any place in the trade for a "travelling window trimmer?" As a matter of fact, many of the chain stores in Canada and the United States have such a man in their employ. He either travels from one place to another and trims the windows of the chain organization stores himself, or he plans them out in his office and sends the minutest instructions as to how the window is to be dressed. In talking with the local manager of one of the chain hat stores in Buffalo recently, the writer was told that the windows in his particular store were "dressed" in New York; in other words they were planned there and all he did was to carry out the ideas that were worked out in New York. These chain stores have found that it pays them to have a professional display man who can get the very best results out of the drawing power and selling power of the windows. The manager of the store may not necessarily be a display man, though a good salesman; and they cannot afford to have a first-class display manager in each of these stores whose ability can be matched against the ability of the larger stores of the city or the town. Hence, the display man who arranges each window in New York or some other headquarters city.

One for Smaller Places

The idea of this article was suggested by W. C. Hunter, of the W. C. Hunter Clothing Co. of Barrie, Ontario. Mr. Hunter is a man who realizes full well the benefit of first-class window display work both to the appearance of the store itself and to the actual cash returns. He knows that windows have a drawing power and a selling power. But he says he cannot afford, his business will not stand,the expense of a first-class window display manager. And he believes there are many more men in the trade similarly situated. "What about a man who will devote his entire time to window display work in a number of the smaller towns. My idea is," he said to Men's Wear Review, "that there is an opening for such a display man in the trade, a man who could go from one town to another and trim their windows for them once a week. I believe there is a real good opening for such a man. I have been in business for twenty years and have never really had a first-class window display because my business will not stand the salary of such a man. I am convinced that it would pay me three times over to spend money on my windows that I am now spending on newspaper advertising. If I have windows in my store dressed as the windows on Yonge street, Toronto, are dressed I would sell twice as much on Saturdays as I now sell. A first-class display man could take a dollar shirt and so display it that it would like a two dollar article."

One Store of Each Class?

Mr. Hunter's idea was that such a man should devote his energies to only one store of each kind in a place. In discussing the matter with him, the writer suggested that well-dressed windows, no matter in what store, were a drawing power to all stores and that all stores would benefit by them. For instance, a regular customer of John Smith's might see a handsome window trim in Henry Brown's store. In this window might be some article which suggests to him that he requires it. He might not necessarily buy it from John Smith, but he would go to his regular dealer and purchase it.

Mr. Hunter, of Barrie, gave an instance in his own case which rather supported this theory. He said he had been taken to task by some of his local competitors for running sales. His reply was that if his advertising brought a customer into Barrie from a distance, it did not necessarily follow that that customer would buy anything from him. He might not like the article he saw advertised and purchase it some other place. Moreover, if such an advertisement has a pulling power, it has a general pulling power for all the merchants in a city or town.

A Co-operative Effort

There is a good deal in Mr. Hunter's idea which is worthy of consideration. Its initiation and success depend upon a co-operative effort on the part of several merchants. Whether it would be wiser to have such a man devote his time to only one store of each kind in a town might be debatable. Our impression is, however, that the better windows are dressed throughout the whole town the better it is for business. In talking over this very point with display men in American cities where they have formed Display Men's Associations, the writer was repeatedly told that business generally was greatly helped by good window displays all over the city. Co-operative window display work has a distinct pulling power just as co-operative advertising has in the case of a Dollar-day, for instance.

Merchants are certainly realizing more and more the value of their windows in the merchandising of goods. That many merchants in smaller towns and cities are unable to bear the expense of a first-class display man goes without saying. In the large city stores, he is one of the first men of the organization and his work is regarded as of prime importance. There is no doubt that many merchants feel the same about this as Mr. Hunter does if they would so express themselves. It is a matter that might be taken up in local retail merchants' associations and further co-operation between these organizations in the different towns might result in a step being taken that would be very beneficial to the trade in general.

Making Business Good

"We are making business good," said A. Weatherwax, of Orillia, to Men's Wear Review. "We are running a sale and every person who comes in this store is gone after. We tell the people who come in this store of the bargains we are giving. No one gets away without seeing some of them."

And suiting his actions to the words, Mr. Weatherwax "tackled" a customer while a representative of Men's Wear Review waited. He had sold him a good-sized parcel of goods—more than he had expected to buy when he came in.

"Is there anything else you would like to-day?" asked Mr. Weatherwax.

"No, not a thing," was the reply.

"Well, we have a nice line of raincoats on sale; just slip your coat off and try this on before you go out. It looks as if it might be your fit."

And he tried it on. And he bought it.

The Belgian government, through her Canadian consul, has given notice that their manufacturers are now ready to export the following articles in textile lines:—

Cotton fabrics of all kinds, grey, bleached, dyed, printed; cotton sheetings, scrim, canvas for blinds, calico tuelle for mosquito nets; cotton and balata beltings; cotton blankets; cotton dish cloths and dusters; sewing thread; cotton tape and tresses; linen and other fabrics of flax; jute cloth and bags; cocoa mats and carpets; laces for shoes, corsets, etc., of flax and cotton yarn and of artificial silk thread, etc.; jute straps, boot straps; string; flax and jute yarn, cables and ropes; artificial wool; wool for mattresses; flocks of wool for bedding; worsted yarn; woolen cloth; plain and fancy fabrics, worsted fabrics in black and blue; woolen velvet; woolen blankets; linen goods and embroideries; workmen's clothing; cotton hosiery; shirts, collars, ties, scarfs, cuffs, millinery, bedsheets, pillow cases, machine and hand-made laces, artistic embroideries.

A Bird House Contest for the Boys

The Two Macs of Ottawa Secure Large Entries in a Novel Contest — Educational Value Creates Interest—A Valuable Mailing List—The Contest Outlined and Its Result.

CONDUCTING a Bird House Contest was the method recently pursued by the Two Macs of Ottawa in a drive to build up their boys' trade. The results of the contest have been very satisactory to this firm, according to Stewart McClenaghan, president and managing director. Not only did it add considerably to the sales during the length of the contest which ran about six weeks, but it gave them a valuable mailing list of some thousands of boys with whom they will keep in constant touch from now on. The contest is an entirely original one, so far as we know. In Ottawa it created a great deal of interest, not only amongst the boys who entered the contest, but among the citizens generally who were attracted to it by reason of its educational value and its appreciation of a service that could be rendered to dumb animals. Ottawa, like many other places, has its boys who, with air rifle and other deadly weapon, seem to take a morbid delight in destroying bird and other animal life. Unless many of the birds have a suitable home, they are the prey of these misdirected boys. As the result of the contest of the Two Macs many birds of this delightful city will have homes in which they may seek protection from the deadly shot of the air rifle. This feature of it was emphasized and commented upon by Ottawa papers editorially.

The Contest

The contest was launched by the distribution amongst the school boys of Ottawa of a circular, a reproduction of which appears on this same page. This was done in the last week of February. Care was taken to see that the circular was placed in the hands of likely contestants and those who undertook the distribution went to the schools and gave them to boys as they came out for recess, for lunch, or as they were leaving school for their homes. Even before the actual launching of the contest a personal letter was addressed to the principals of the schools asking them for the names of boys in their schools. It was explained to the principals what the nature of the contest was, its educative value, and its probable helpfulness to bird-life in the city. It was explained in such a way that it immediately enlisted the co-operation of the heads of the schools with the result that the names of some 3,000 boys were secured which acted as a valuable mailing list throughout the contest and subsequently.

CAN YOU BUILD A BIRD HOUSE?

Any boy under sixteen can enter the Bird House Contest. No "strings"—just stop in at The 2 Macs and register your name for entry at the Boys' Clothing Department. Then have your bird house finished by April 15th, and bring it in. Finish your house as soon as you can and we will put it in the window with your name on it.

BIG CASH PRIZES!

The first prize will be $20
The second prize will be $15
The third prize will be $10
The fourth prize will be $5

When you call in at the store to enter, we will tell you where to get information about what sort of house each bird likes. Ask your Manual Training Teacher to help you.

THE 2 MACS LTD.

"Fitwell Clothes for Boys"

SPARKS BANK QUEEN

Above is a reproduction of the first circular distributed by the Two Macs of Ottawa to the boys of the schools in that city, announcing their bird house contest.

Here is what one of the Ottawa papers said about the contest of The Two Macs:—

"The bird house competition conducted by The Two Macs, Limited, has proved a wonderfully fine thing. Upwards of one hundred and fifty houses were entered, and the judges have asserted that they were of such uniform excellence they had difficulty in making awards. They have congratulated all competitors on the houses submitted. Nor do the number and excellence of the entries indicate fully the proportions assumed by the competition. A number of boys constructed bird houses for entry in the competition but withheld them in the belief that they were outclassed by earlier entries. Probably, too, other boys and their parents, inspired by the competition, have built houses without intending to submit them for prizes. As a result of the competition, therefore, there will be a very substantial increase in the housing accommodation for birds in Ottawa this year. The Two Macs, Limited, are to be congratulated on doing a very fine service to the community. In addition to providing so many fine nesting places for birds, the competition will have indirect results. It will inspire boys—and their parents, too—to study the birds and their usefulness.

"The list of prize-winners shows that many of the houses were built by boys in the outskirts of the city. In times past these districts have been unsafe for birds because of boys with air rifles and sling-shots. The boys who have built houses to encourage the birds to their homes will not themselves attack them with these weapons and will protect them from other boys."

The Two Macs kept up a steady fire during the campaign through the newspapers. At the beginning, the nature of the contest was fully explained. In their Saturday space, interesting sidelights were thrown on the contest which inspired the boys to greater efforts and helped to induce others to enter it.

The Results.

Altogether some three hundred and fifteen boys entered the contest, but a number of them, seeing the more imposing structures of their competitors, dropped out of the running and did not complete their bird houses. One hundred and fifty-five houses were completed, however, which made an imposing sight when they were brought into the store of the Two Macs to be judged. During the contest, the firm itself made a careful study of bird houses and gave assistance to entrants as to the best type of house to be built. Manual training instructors in the city went to considerable trouble to render aid to the boys in the building of their houses.

On the 16th of April, the houses were judged by three prominent and technical gentlemen, P. A. Taverner, Dominion Ornithologist; H. Lloyd, Director of Wild Bird Life, Dominion Parks Branch; and C. Medcalf, Supervisor of Manual Training in the Public Schools. Prizes of $20, $15, $10, and $5 were given for the best four houses built, and the firm considered that the standard set by the boys was so good that they added twenty one-dollar prizes to the list they had announced at the beginning and during the campaign.

The public distribution of the prizes was given on the evening of the 18th of April, when the store was kept open from seven until 9.30 o'clock. At the same time, the houses were shown to the public. About fifteen hundred people attended this function and the prizes were awarded by the president and managing director, Stewart McClenaghan. An orchestra furnished the music for the evening, and suitable decorations and summer goods were displayed around the store.

Altogether the contest was a most successful one and aroused public interest.

One of the interesting features of W. W. Cooper's departmental store in Swift Current, Sask., is that there is a printing shop in connection with it where a good deal of advertising matter is prepared and letter heads printed.

A $2,000,000 Turnover in Town of 3,000 Population

R. T. Holman, Ltd., of Summerside, P.E.I., Make Fine Record—Engaging Special Train for Customers—Conducting Boys' Contest—The "Fellowship Club"

ALTHOUGH it is located in a town of only 3,000 population, and the diverging railway lines and country roads punctuated every few miles by a country village with its ubiquitous general emporium, the store of R. T. Holman, Limited, of Summerside, Prince Edward Island, last year had a turnover of nearly $2,000,000, a feat which would tax the buying and selling forces of a metropolitan establishment.

It has been said that every successful institution is but the lengthened shadow of a single directing mind, so assuredly this Island store, with its big turnover, its mammoth display and storage spaces, its payroll of more than 150 men and women, is a long, long shadow of the small general store started more than sixty years ago by Robert T. Holman, since deceased.

The business was founded during a period of commercial depression, when going concerns were retrenching more than anything else, or making very cautious advances for new trade. But Robert Holman had the right idea, years ahead of his time, which held the customer to be right always, and that one sale to a pleased customer was better than twenty to so many dissatisfied ones.

Using this principle, the business has increased yearly, until from a very modest beginning it has grown to be known as the largest business of its kind in the world, in proportion to local population. The business now comprises a mammoth retail store of three floors, with a length of 2,605 feet, extending back 128 feet and supplied by fifteen warehouses, which in turn are fed by manufacturers through a modern wharf property and three railway sidings.

The Different Departments

The ready-to-wear department occupies a new display area opened last spring, which is fitted with the latest improved display wall cases, silent salesmen, display counters and fit-form display racks. Here are shown coats, suits, dresses, blouses, corsets and children's garments.

The dry goods department comprises the cotton, linen and staple sections, hosiery section, ladies' furnishing section, silk and dress goods sections. The millinery salon is a very important and popular adjunct to the ready-to-wear branch. Combined, these departments have an annual turnover approximating $350,000, a wonderful showing in a town the size of Summerside.

Exterior View of R. T. Holman's, Ltd., Summerside, P.E.I.

Although the turnover is large, it is secured with a comparatively small sales staff. It is the constant endeavor of the director of this department of the business, who was trained by the founder, to so simplify selling that the customer can find what she wants without any delay or trouble. The goods are well displayed and the prices are consistently low. It is an axiom of the department head that "goods well bought are half sold," and with full belief in this adage, full advantage is taken of every discount and concession that large buying can make possible. The buyers of these departments are always ready to see and hear the best offers of salesmen in any line handled in their departments, and as the store does a local and mail order retail business, the individual orders placed frequently amount to several thousand dollars.

Special Trains for Customers

Sales plans, embracing all departments of Holman's big store, are much out of the ordinary. Summerside is about 48 miles from the only city in the province, and the only other place of 1,000 poulation is some nine miles from Summerside. With a high passenger rate on the Island railway, and a market so widely scattered, a very popular plan originated by Holman's was to refund all transportation charges to every customer who bought goods valued at more than $20. Some of the customers who took advantage of this offer came from Nova Scotia, New Brunswick, and from the opposite ends of P. E. Island.

Later, this plan was developed so that complete trains were hired from the C. N. R. board, and with a representative of the store on the train, trips were made covering a radius of 48 miles from Summerside, collecting the store's customers. At times standard passenger cars would be crowded, with standing room in great demand.

Appealing to the "something for nothing" fad and the sporting spirit of the average citizen, Holman's secured the co-operation of the leading stores in the town in staging a bean-guessing contest, prizes to the value of $550 being awarded those who most successfully guessed the number of beans in a large glass jar. Every person spending one dollar at any of the co-operating stores was entitled to a vote.

Boys' Contest

Quite recently the store conducted a schoolboy popularity contest, some 22 suitable prizes being awarded the boys adjudged the most popular in the town. More than one hundred entered, and the winner polled a vote in excess of 175,000, every vote representing a cent's purchase at the store which had been influenced by him. During the contest the boys held weekly meetings at the store, wore distinctive badges, and at the close were the guests of the store management at a banquet and theatre entertainment.

The store of R. T. Holman, Ltd., with an annual turnover approaching $2,000,000 a year and covering acres of floor space, is considered the largest store in the world in proportion to local popula-

(Continued on page 45)

Developing Trade Among Summer Residents

Many of the Supplies Bought in the City Might Be Bought in Neighboring Towns—Reaching Summer Residents by Direct Mail and Letting Them Know You Are on the Map

ONE of the most miserable men in the world is the man who is sent back to the "city" from his summer residence which overlooks the cool waters of some delightful little stream or lake to purchase a long list of "wants" for the summer cottagers, and then has to endure the terrific heat of a mid-summer's day while he carries heavy or awkward parcels through the swelter of a roasting passenger coach. This is the common experience of men who spend their summers near the water's edge. Either they are sent to the city during the week or they are asked to bring something back when they return for the week-end. And now they hate it? Some men openly rebel at the performance, and the big mail-order houses usually step into the breach with their promises of good delivery to summer homes. They specialize on this kind of trade during the summer months and it proves to be very fruitful to them, not only during these months but during the whole of the year because it is one of the service arms of the organization, and people do like to feel that they are being looked after. Every summer there are hundreds of thousands of people who go out from the cities for one, two or even three months to spend their vacation. All over Canada there are delightful little summer resorts boardering our cool waters and near which are little towns where the summer visitor occasionally goes as a diversion from the routine of holiday life.

Potential Customers

You, Mr. Merchant, who are conducting business in one of these towns near a popular summer resort, are you making the most out of your opportunity to build up a profitable summer business amongst these summer residents? What steps have you ever taken to develop a good summer's business with these "idle rich" who spend eight or twelve weeks within gun shot of your store and who are good spenders? Perhaps the biggest end of their business during the summer months is in the grocery line, but there are not a few requirements that can only be filled at a men's wear store. Shirts, handkerchiefs, summer shoes, white ducks, light hats and caps, neckwear, soft collars—there are a score of things that the summer resident requires and which, in the majority of cases, he is putting in that long list that goes to the city during the week and which comes back in that heavy parcel which a tired man curses at every footstep during the hot summer day when he is compelled to "lug" it along in a hot, dusty and dirty train.

Reach Them by Direct Mail

The first step that might be advisable to take to get in touch with these residents would be to get their names and city addresses. Usually the local newspaper would be a fruitful source of information for these particulars. The post office could help with the addresses. Many people go to the same resort year after year where they have their summer cottage and are fairly well known. A nice letter written to them a month or so before the summer season opens, telling them that you have a full stock of summer requirements, that your prices will bear comparison with city prices, that the trouble and expense of shipment can be saved by purchasing within walking distance of their summer home, that deliveries at all times are daily, that you would be glad to get anything for them during the summer which you did not happen to have in stock at the moment—would not a letter of this kind be a good beginning toward working up a good summer trade with summer residents? People leave the city during the summer time because they are tired of its heat, its crowds and its dust; and they are as glad perhaps to find the occasion which will keep them away from it during the summer months. Moreover, people are very human and they like to feel that a personal interest is being taken in their wants. Direct mail advertising with these people from the stores near their summer residences would, in some localities we know of, be an entirely new venture and we are bold enough to predict that it would bring good results. One of the unpleasant things about going to a summer resort is the amount of packing up of supplies that has to be done. A timely letter to such people might get rid of some of this unpleasantness; it would, at least, be a good bow to them for their summer requirements as the season progresses.

The Week-End Visitors

There are many city folks who only spend the week-end at these summer resorts. Again, the local newspaper usually makes mention of their arrival in the social column of their issue. Among them are many young men who have their own particular reasons for "putting on side" over the week-end. Is it not worth while carrying novelty things for these young men? and would it not pay to reach them by direct mail and invite them to drop in and have a look at some of the latest summer novelties?

We feel that some consistent direct mail advertising among summer residents—both before they leave for their summer homes and after they reach them, and among many of the young men who go to them for the week-ends during the entire summer—would bring excellent results. Direct mail advertising is not an expensive method of reaching prospective custom. But it can be made to be most effective and we feel that the opportunity to work up this kind of a trade is, in some localities, being lost.

Prices Paid For Farm Products Have Their Effect on Business

According to J. C. Devlin, of Barrie, the days when the farmer comes in with a roll of bills that would make the throat of the most avaricious cow difficult of passage are not as numerous as they used to be. If Mr. Farmer did not figure when he was crying out against high prices that, some day, the landslide would hit his own products, he perhaps realizes now that some one had wielded a two-edged sword, one side of which has hit him.

"One of the things that is keeping back business to-day," said Mr. Devlin to Men's Wear Review, "is the price of farm produce. We used to see men come in here with a big wad of bills but we do not see so many of them now. Farmers are not getting so much for their farm stuffs and we feel that if the farmer gets good prices for his fall grain we will soon get back to normal times." Mr. Devlin said, however, that business was very good and he had no complaints to offer.

THE CHART AN AID

(Continued from page 35)

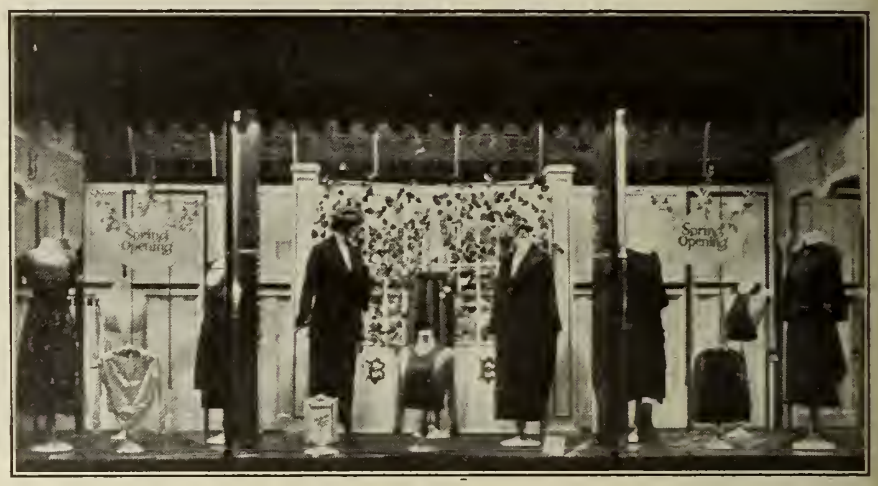
commission plan as applied to the members of the staff is a good thing, especially for the present year. To cut salaries would, he feels, be to lower the morale of the force. On the other hand, it is a difficult year to advance salaries. He encourages, therefore, the members of the staff to increase their own salaries by increasing the turnover of the store's business. When the objective line as shown in this chart is reached each member of the sales' staff in the department is given a $10 bill. It is the same to every person in the department from the manager down. That encourages team work rather than individual effort.

Cutting Down Overhead and Increasing Profits By Adding a Ready-to-Wear Department for Ladies

Begg & Co., of Hamilton, Branch Out—New Department Has Helped Other Store Departments and Shows Fine Results Itself—Reaching Women Through Boys' Mailing List.

ON March 10th of this year, Begg & Co., of Hamilton, formerly clothiers and furnishers, opened a ready-to-wear department. Several reasons prompted this progressive firm to branch out into the women's field. Some months ago, Begg & Co. ran a very successful boys' contest, during which they had some 500 boys working for Begg & Co. for a period of a couple of months. The boys flocked to this store—and frequently brought with them their mothers. A valuable mailing list of over 6,500 names was secured; and this mailing list is always kept up-to-date and is always being worked. If, therefore, advertising matter from Begg & Co. was to reach over 6,000 boys, why not have it reach the mothers of 6,000 boys? It seemed to point directly to the advisability of opening a department in which the women could be served.

But there was another very good reason, a reason prompted by a keen grasp of the period through which we are now passing. Begg & Co. realized that it was the part of good merchandising to increase turnover without increasing the expenses of the business. They had the space for a new department; they, therefore, decided to invade the women's field.



The opening window display of Begg & Co., Hamilton, Ontario, ready-to-wear department, which was opened on March 10th.

How It Has Worked Out So Far

In determining how this plan has worked out, J. C. Begg took into consideration two things: First, how the department stands with other departments in the store; and, second, how it has affected other departments, particularly the boys' department, which was moved to the basement of the building to make way for this new department.

The only way it seems to have affected the other department in the store is to bring them more business, for every department has shown a better monthly statement than last year. The firm. in announcing the opening of the department to the women of Hamilton and vicinity, reached them through their boys' mailing lists and through the newspapers. They sent a letter to every boy on their mailing list (a copy of this letter appears elsewhere in this issue). "We had the biggest day in our boys' department in our whole history," said Mr. Begg to Men's Wear Review, in telling of the effect on that department. The boys' department, though moved to the basement, has not suffered; in fact, it is likely to go ahead because of the increased women's trade that is coming to the store.

And the ladies' department itself has made a creditable showing up to the time this information was obtained from Mr. Begg. For the first week it stood within so few dollars of the leading department—the men's department—that it could be said to have been even with it. In the second week it was third of all the departments; and during the third week it came back again to the second place.

Only Additional Expense

It is worthy of note that the only additional expense in connection with operating this department, aside from the initial expense, is the sales force. The space was there, the lighting, heating, etc., had been provided for. The entire business of the firm is being handled in a more compact way, turnover is being increased, and no department is suffering as a result of it. At the immediate entrance of the new department is a handsome show case, which is used entirely for the showing of boys' toggery, so that women coming into the department are constantly reminded of this department in the basement. This is the most logical place to introduce boys' clothing, because mothers are such heavy buyers of it. The furnishing department has been moved to the very centre of the store, where it has to be passed through to get to the boys' department, and where every woman who comes in the store can see it and have ready access to it. Every woman who comes in the store to buy at one of the men's or boys' department counters is told by the salesperson that they now have a ready-to-wear department for ladies and she i asked to visit it.

Breaking the News

For some six weeks prior to the open ing of the department Begg & Co. gav veiled hints in their advertising tha something was to happen in their store The doctor had been called in, and, i diagnosing a serious case, had pro nounced "growing pains." Expansio became necessary; finally the announce ment was made that this departmen would be added to the firm's activities.

Overcoming Difficulties

There were two or three difficultie which Begg & Co. realized in opening this department and which the head o the firm states they have overcome very nicely. It was necessary to show men and boys that their interests were no to be neglected. The boys' departmen is the only one that has been change with regard to location and the resul to date justifies his contention that this difficulty has been overcome. The men's department has not been interfere with at all, and the furnishing department is better situated than before. In advertising the established policy of the firm has been adhered to with regard to men's and boys' lines and the new department has been given every publicity advisable. The male members of the staff are kept out of the ladies' department altogether, so that the privacy of this department may not be interrupted at any time.

Altogether the venture seems to be a very successful one.

Ontario Executive Wants Retail Price on Standard Underwear Lines Suggested

Would Ask the Manufacturer to Help in Preventing Wasteful Competition—Think That 50% Mark-up on Invoice Price Sufficient Profit—Important to the Trade.

THERE have been, from time to time, complaints lodged by retailers all over the country with regard to the retail sale of standard lines of underwear. These complaints have cropped up particularly during the last few—perhaps two—years when competition has entered very largely into the retail trading circles and price-cutting has featured largely in all merchandising. Though the price has been the same to the retailer, the price of the retailer to the consumer has varied materially even in one town or city. Men's Wear Review has often been confronted with a question from some retailer "Why don't all retailers sell such and such a standard line of underwear at the same price so that a fair profit may be had." We have always felt that this was a matter that could be largely adjusted by co-operation between the merchants in each town or city; but it is sometimes very difficult to get merchants together for the purpose of beneficial co-operation.

Re-Sale Price Suggested

Up until a few years ago, the retail price on standard lines of underwear was suggested by the manufacturer because of the universal demand for the product. The manufacturer realized that a good deal of harm could be done his product by price-cutting and, as a result, he suggested a retail price. The trade well knows that there have been many cases where certain lines of underwear have been withdrawn by some manufacturer because he started a price war. The effect on the sales of the manufacturer were immediate and the members of the trade who abided by the suggested price were not slow in registering their objection to the action of a competitor to the manufacturer with an obvious result. So far as we can learn, the majority of the trade were always satisfied with this system of a suggested price and realized that it created the least amount of friction in the trade.

Plan Departed From

In some quarters, however, this plan has been dropped by some of the manufacturers during the last two years or eighteen months, with the result that some of the old causes of friction have been revived. Of course, the last year has been an exceptional year. Things will happen on a declining market that do not happen in normal times. Prices have to be cut here and there, both in the manufacturing and the retail trade. During the last six months, we have heard many complaints because of the action of a certain underwear firm that reduced its line by a considerable margin almost before the season of retail sale had commenced. Retaliers felt that they should either have been given a rebate on what stock they had ordered or that the reduction should not have been made at the very first of the season when the total loss had to be assumed by himself. During these exceptional months, firms have not suggested the retail price. On top of the reductions they have made to the trade, the trade has made its own reductions, some large, some small. The profits have been cut out of the handling of underwear to a considerable extent.

Matter Brought to Attention of Executive

All these matters were brought out at the first meeting of the new executive of the Clothing Section of the Retail Merchants Association of Ontario held at the King Edward Hotel, Toronto, on April 21st. The matter was brought to the attention of the executive by a firm in Western Ontario that had held a considerable correspondence with one of the leading underwear manufacturers in which this firm claimed that they were unable to make a fair margin of profit on a standard line with the manufacturer's price what it was. The members of the executive thoroughly discussed the question and, while they could not agree with all the contentions of the Western Ontario retailer based, as they were, on certain stipulations with which they could agree, they did feel that some action might be taken for the benefit of the trade in general. It was felt by the members of the executive that it might be brought to the attention of underwear manufacturers that any price reductions which they had in contemplation should not be made at the beginning of a season when the retailer's shelves were filled with the lines that he was to sell during the season. It was suggested that, during the next year or two, there might be further reductions in lines of underwear—not as substantial as those which had been made during the past year—but reductions, nevertheless, which might go far toward wiping out the narrow margin of profit, made narrower because retailers were working on a reduced margin of profit to keep up their volume of trade. The excutive felt that if this matter was brought to the attention of the manufacturer he might make whatever reductions were to be made at a more convenient season than the beginning of the retailer's season.

Will Ask Him to Suggest Price

In addition to this the executive decided to write the underwear manufacturers and ask them to again suggest the retail price as they had done formerly. This, they felt, would largely eliminate the price-cutting that too often featured in the trade. There have been cases where underwear has been sold, during the last six months, over the retail counter, lower than the manufacturer's price. It is desirable that this practice be stopped. If the manufacturer will again follow this system of a suggested price, retailers will know that the man who sells under this price will, in all probability, have the line taken away from him, as was done a few years ago.

So far as the margin of profit is concerned, or the price at which the manufacturer is to sell to the retail trade, the executive dealt with this in a round-about way. They will ask the manufacturer to so set the suggested price that the retailer may have a 50 per cent. mark-up on the invoice price. The executive feels that this is a sufficient profit for the retailer to make on underwear.

SAYS BUDGET A GOOD ONE

President R. F. Fitzpatrick, of the Ontario Clothiers' Association, believes that the new budget will be satisfactory to men's wear dealers all over the country. "We got just about what we wanted," he stated to Men's Wear Review, "and there will be no dislocation of business. We can carry on now just as we have been during the last year with this sales tax; it requires no new action. The tax is a little heavier, but no one will object to that phase of it at all. I think the best tribute we can pay to it is that inside of a few days we will hear nothing about it; things will go on just as they have been going. Personally, I am thoroughly satisfied with it."

A spring window display by Geo. Straith of Victoria, B.C.

Obtaining a Foothold in Small Town Trade

J. H. Blumenthal Sons, Ltd., Operate Successful Branch Store in Three Rivers—Combating Propaganda of Mail Order Houses—Making Use of Pressing and Alteration Dept.

THAT there are as great possibilities for increasing business in the small town as in the large city to the store that sets out to capture trade energetically is a well-known fact, but few retailers nowadays feel confident enough of this to attempt the venture. Even though rural districts and small towns may be well supplied in the way of local merchants and general stores yet the latter cannot ever make so potent an appeal to the population as can the large city firm. There is that indefinable something about the merchandise which comes from a metropolitan centre that arouses immediate interest in the rural purchaser and if he can but be convinced that value and style do not necessarily entail extra expense he will lend his support as heartily as he has in the past contributed to the growth of the mail order house.

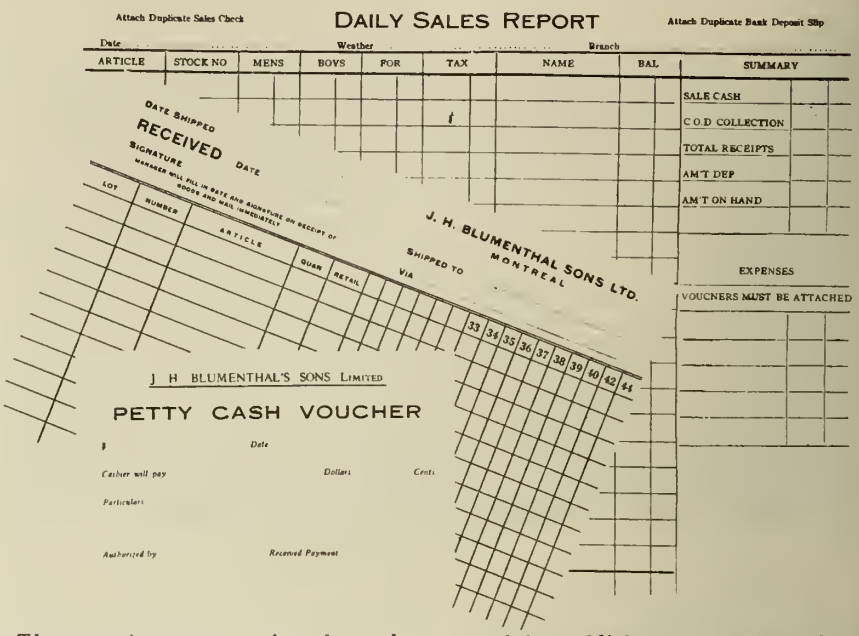
In the province of Quebec, one of the most populous provinces of the Dominion, over fifty per cent. of the population are rural dwellers who depend upon agricultural occupations for their living. Their income from field crops and dairy products alone is about $125,000,000, annually. Besides this enormous potential buying class, there are numberless important manufactures carried on, and its mills turn out everything from flour to monster locomotives. But the farming element is the backbone of the province and according to government statistics, the Quebec farmer is the wealthiest per capita in this country.

A year or so ago the little city of Three Rivers, Quebec, became prominent on account of the enormous interest taken in its resources by great national industries, and those who were in a position to watch closely its sudden expansion could not but be struck by the fact that its mercantile possibilities were equally promising as regards retail trade. It was estimated that apart from the large number of male operatives and laborers in the different factories there must be a farming population of over 500,000 and as its natural advantages offered still greater proof of the undoubted security of the city's future prosperity, several large concerns were foresighted enough to obtain a foothold there early in the game.

Only one retail firm, however, ventured to invest in the future of Three Rivers, and extend its activities from Montreal to the comparative quietude of the small town of 28,000 inhabitants. This firm, J. H. Blumenthal Sons, Ltd., however, recognized the facts that there was no need to allow mail-order houses to monopolize local trade down there when a live, business-getting store could easily be established right in the city, which would employ only local men and render better values and service than any outside concern could possibly provide.

The project is no longer in the experimental stage but is already counted among the progressive stores of the city, although little more than six months old. A representative of Men's Wear Review recently visited the "little grey shop" as by the citizens call it in order to obtain an insight into the methods required to ensure so successful a result.

The store is well located upon Notre Dame Street, the heart of the business centre and is a model of perfection in its appointments. The exterior and interior both radiate the spotless freshness of new paint, which conveys an atmosphere usually associated with French rooms, due to the subdued tone of grey employed. The area approximates 25 x 60 feet but seems larger owing to the number of full length mirrors upon the walls. These mirrors are arranged in triple alcove style to facilitate trying on clothing. Cream shaded indirect-lighting gloves are suspended above, and a minute little office is arranged in the centre of the main floor, in latticed effect.



The most important point about the successful establishment of a branch store is the system adopted for recording sales. A remarkably simple and well-planned method has been originated by the head office, which enables both the head office and the branch manager to keep track of all sales and check up the day's results with a minimum of effort. Three forms are provided, especially prepared for the branch store of J. H. Blumenthal Sons, Ltd., of Montreal, including a sales report, a shipping and receiving invoice and a cash voucher, reproductions of which are above. When a sale is made, the sales clerk attaches the price ticket from the garment to the sales slip duplicate which is forwarded to Montreal each night. All such sales are entered upon the largest form for the sales report, and the duplicate bank deposit slip and sales checks are attached likewise. Blank spaces are left upon this report form for the date, weather report and name of branch, while heading the different columns are the items required, such as: "article, stock number, men's, boys', name and balance." Each sheet also bears a summary of the day's sales under the captions: "Sales cash. C.O.D. collection. Total receipts. Amount deposited. Amount on hand." Below, is the space for expenses incurred.

The shipping slip is smaller in size and is spaced for the date of shipping, receiving date and signature of branch manager. Columns are ruled across under the headings: "Lot. Number. Article. Quantity. Retail," and spaces for the sizes ranging from 33 up to 44, in which the quantity received in each is recorded. This slip is immediately checked up and mailed back to Montreal. The cash voucher is of the usual type and records the particulars of the transaction in connection with banking. The sales report is issued in triplicate by the branch manager for reference in both offices.

A manner that assures the customer that everything possible has been done by the buyer and is being done by the clerk to supply the goods which will give the best possible service at the least possible price collects business as if by magic.

Ask Collar Manufacturers to Make Collar Sales Profitable

Ontario Executive Points Out That Present Wholesale Price Makes It Unprofitable Business—Important Resolution is Passed.

THE Ontario Clothing Section of the Retail Merchants' Association of Canada have asked the collar manufacturers in Canada to assist them in making the sale of laundered collars a profitable business rather than an unprofitable one as, they claim, it is now. This whole question came up for discussion at the meeting of the executive at the King Edward Hotel, Toronto, on April 21st. Expression was given to what hundreds of retailers feel all over the country, that is, that laundered collars, costing $2.40 a dozen, plus sales tax and express, are not a profit-producing proposition at 25 cents each. While there are some cases where such collars are still selling for 30 cents each, generally speaking, 25 cents has become the Canadian price to the consumer.

The Collar War

F. W. Stewart, Canadian manager of Cluett-Peabody & Co. Ltd., is authority for the statement that the collar war amongst the retailers was started by Frank Stollery of Toronto. He ran a sale a few months ago when he announced a reduction of 40 per cent. on all furnishings. This brought the Arrow collar down to 28 cents. It has been stated that it was only the intention of Mr. Stollery to give that price during the three-days sale he was running at the time. But Simpson's, of Toronto, followed up Mr. Stollery's announcement by offering Arrow collars for 25 cents. By that time, the die was cast and it was a pretty sure thing that a definite step had been taken toward bringing down the price of the laundered collar to 25 cents.

Tried to Avert It

It is an open secret that a supreme effort was made at the time to avert this collar war, the result of which has deprived the retailer of the profit to which he is entitled on the sale of collars. The telephone wires between Toronto and Montreal are said to have been very warm at the time. From the standpoint of the manufacturer, the price could not be placed below $2.40 a dozen and he saw that there would be no profit in it for the retailer at 25 cents each. At least, that was his contention. But, as has been said, the step had been taken and ever since laundered collars have been handled without any profit to the retailer, that is, in the majority of cases. There are exceptions as in Barrie, for instance, where the merchants got together and agreed on a 30 cent price.

After the matter had been fully discussed by the members of the executive the following resolution was passed:

That whereas it is the opinion of the retail furnishers throughout Ontario that the present wholesale price of laundered collars at $2.40 per dozen with the added sales tax of two per cent., plus express charges, makes it a money losing proposition on every collar sold retail at 25 cents;

And whereas it is now impossible to advance the retail price of the laundered collar now that it has been sold for 25 cents;

We, the members of the executive of the Ontario Clothiers, hereby ask the collar manufacturers to assist and co-operate with us in meeting this present situation by reducing the present wholesale price sufficiently to prevent a losing selling proposition.

OBTAINING A FOOTHOLD

(Continued from page 44)

The most important factor in the successful establishment of the store, according to the management, after the equipment and furnishing, was the selection of the staff. It was felt that only local sales clerks could understand and cater most successfully to the needs of their fellow townspeople, and therefore the Blumenthal firm secured two of the livest young men of Three Rivers as manager and assistant, each of whom had had several years' experience in merchandising boys' and men's clothing. Both young men, besides speaking both English and French fluently, were prominent in the various sports and clubs of the place and so were ideally qualified for their respective positions, being on intimate terms with everyone.

In discussing the methods of merchandising which have proved successful in the Three Rivers branch of the Blumenthal store, Mr. Lajoie, the manager, explained that every store in the city experienced the same problem, namely, how best to combat the competition from mail order houses and retain local money in the place. Price, he explained, was the deciding factor in every purchase made and value ranked second. If a certain suit of clothes was priced cheaper in the mail order catalogue, no amount of argument under heaven would convince a mother that she could obtain better value at home even by paying a little more. So drastic methods were adopted. Purchasing a lot of boy's clothes absolutely identical with those advertised in the catalogues, Blumenthal's ran a campaign in the local press after this manner.

"Buy your Boys' Clothing at Blumenthal's.

"We have a line of suits for boys from 2 to 8 years of age, sizes 22 to 27, which are exactly the same as will be found in the catalogues of . . . . . or. . . . at $4.35 and $4.95. We shall place 25 of them on sale on Saturday morning for $3.98; therefore, why buy from mail-order houses, when you can buy from Blumenthal, in your own city, the best merchandise at the lowest prices, besides being able to see the goods before purchasing?"

This plan proved entirely successful, it was stated, while another sale, which featured goods at 99 cents and upwards in figures containing the numeral nine, was also worth while. The sensation of the season, however, was achieved when the store offered a lot of suits for $5 by simply putting a poster in the windows for a few hours during the forenoon. By early afternoon, four policemen were required to restrain the crowds and so great was the excitement among the eager mothers that they actually broke down the racks holding the garments in their anxiety to secure the wonderful bargains, which were all sold in 25 minutes.

French-Canadian women read the advertisements of local stores carefully and systematically, it would appear, and therefore the Blumenthal store carries a considerable amount of space in the English and French newspapers, especially during the middle of the week when trade is apt to be quieter. Pay day in the local factories, etc., being on Friday, the usual Saturday business is extraordinarily large. Recently the store donated a smart suit of clothes to a contest being carried on by one of the newspapers and displayed it in the windows for a few days previous to its award. This also proved to be a good means of attracting custom, as the winner very proudly explained that the suit came from Bluthmenthal's.

Among the other successful methods to be tried out by the firm is their pressing department, which features expert pressing for the trifling sum of fifty cents. One of the best men to be obtained in Three Rivers attends entirely to this work in connection with the alteration department of the store, and it has been found that by undertaking this extra work, expenses can be cut down materially. Pressing is even undertaken for other retailers who have not access to the service of an expert presser, so that this department is quite as active and profitable as the store itself. Women are invited to make use of this offer as well as those men who are contemplating another season's wear out of an old suit.

It is undoubtedly the publicity which the Blumenthal store has undertaken that has brought such prompt and widespread response on the part of "Trifleuvians." This is entirely managed under the capable direction of E. O. W. Gilbert, manager of the head office in Montreal, and is a valuable testimonial to the power and efficiency of the modern newspaper as well as to the energetic and watchful guidance exerted towards the permanent establishment of this promising enterprise.

A $2,000,000 TURNOVER.

(Continued from page 40)

tion. Recently, under the direction of the management, the male clerks and salesmen formed a "fellowship club" for social and commercial improvement, and at the opening banquet more than one-tenth the voting population of the town, all employees of the store, were present, and the mayor of the town presided.

Obstacles Confronting the Four Season Plan

Plan Would Affect Others Than the Manufacturer and Would Not Function Economically —Double Expenses Incurred—Are Anxious to Co-operate, However.

WITH a view to presenting both sides of the case in the four season buying controversy, Men's Wear Review asked B. Gardner, of Montreal, President of the Associated Clothing Manufacturers of that city, to outline for the readers of this journal the reasons why clothing manufacturers dissented from the views of retailers in this matter. In answer to our request the following letter was received from the secretary of the Association, G. A. Harcourt:

I would say that the conference between the special committee of the Retail Association and our executive brought to light a number of practical obstacles from a manufacturing standpoint which the retailers could not naturally have been expected to foresee.

To begin with, a change in the present system is not sufficiently simple to be initiated with the manufacturer alone, since it affects the whole practice of buying throughout the various stages of production and merchandising commencing with the mills which also conduct their business on the two season plan. They, too, show samples twice a year and after estimating their season's output from sales made, must then obtain the various yarns, dyes and materials in time to make deliveries at a date that will enable the manufacturer to, in turn, make his.

They tell us that this has of late years proved an increasingly difficult matter to do and it is obvious that there already exists a highly synchronized sequence of operations unknown to those outside the industry which would become too complicated to function economically if speeded up twice as fast with the added adjustments of output to orders.

So far then from eliminating overtime, as claimed, the proposed change would tend to directly create it for both mills and manufacturers.

Again, there is the obvious double expense entailed in making up samples and sending out salesmen four times a year instead of twice, and amongst the difficulties in operating involved would be the diminished force of workers required to produce orders of half the size entailing a direct conflict with the workers as violating the principle of "Equal distribution of work in slack periods."

There would thus be the anomalous confusion of overtime where materials were not received from the mills in time for the manufacturer to make agreed deliveries, loss to the workers through shorter hours at other periods through the work having to be distributed over the entire working force: necessitating increase in the ratio of overhead and a considerable direct increase in cost of finished article from curtailed production, caused by doubling the number of interruptions to the flow of work through the factories, which the public would hardly regard with favor.

The above reasons which in the manufacturers' opinion render the project impractica were pointed out by Mr. Gardner, president in fairness to all concerned, the high cost prevailing in the cloak and suit industry be ing quoted as directly attributable to tha industry following the proposed plan.

He, however, made it quite clear that th manufacturers are both willing and anxiou to co-operate to the fullest extent with th retail trade, and if some modification i existing methods such as for instance 60 per cent. buying—of garments—accom panied by a 40 per cent. reservation of yard age for which models would be specifie before the flow of work had ceased for th season would tend to remedy existing cor ditions, the manufacturers would cheerfull endeavor to equip their factories to meet th new requirements.

The question for the retail trade resolve itself into whether the loss complained through having some unsold goods at th end of a season would not be more than of set by the increase in manufacturing co entailed by their proposition.

This was for the retailer to determine b he could rely on the manufacturer endeavo ing to co-operate with him at all times to tl best of his ability in working out any chan tending to the betterment of the industry.

Mills and Manufacturers in U.S. Oppose Four Season Buying Plan

Simon Klee, Chairman of National Committee in United States, Outlines Points in Its Favor—Unsettled Conditions Strongest Argument in Its Favor.

THE Committee appointed by the Ontario convention in February have kept in close touch with the committee appointed by the National Retail Clothiers' Association of the United States to discover what progress is being made in each country with this plan. In writing to Ed. Mack, Simon Klee of Chicago, chairman of the Four Season Buying Plan Committee of the United States, writes that the expression of the mill owners and the manufacturers over there, up to the time of his letter, was not favorable to the plan. "The replies received from the mills and the manufacturers," says Mr. Klee in his letter, "up to this time are not favorable to the idea. I have not as yet called a conference but am now getting in touch with my committee and will keep you informed about our future procedures and I ask you to kindly keep me informed about the work you are doing in Canada.

"It is a wonderful proposition which will not only aid the retailer but the mill and the manufacturer and, in my opinion, will make possible a fifty-two weeks' employment at the mill and the manufacturers' plants. It is my contention that one of the greatest problems facing industry to-day is steady employment of labor and I believe that the co-operation of the three factors in our industry, steady employment of labor and improved conditions in every respect in the clothing business can be effected."

The Memorandum

The memorandum sent by the United States committee outlines, in the first place, the plan of four season buying, a plan which is now familiar to all. The advantages which would result from this plan, according to Mr. Klee and his committee are as follows:—

1. It is considered that the early lines should constitute 60 per cent. and the lat lines 40 per cent. of the season's needs.

2. The great advantage which the ado tion of this plan would give to the mills a to the manufacturers would be the stead all-year-round employment of labor.

3. The manufacturer would have the a vantage of spreading deliveries over a peri of ten months of the year on all merchandi sold in advance.

4. Through the steady production ma practicable with one season linking with t other, the old over-time practice, which h a tendency to slacken production and whi added greatly to the cost of merchandise the last few years, would be eliminated.

5. With the increased opportunities replenishing stocks with fresh merchand the retailer would be in a better position know and foresee his actual needs and orde would be given in accurate quantities for shorter period of delivery, and with mo certainty of the retention of this merchand and the cancellation of orders would be most abolished.

6. The volume of business, under th system, would not be smaller by either mill manufacturer, but by all logical reasoni would be greater because of the four selli opportunities; and by the constant showi of new styles a greater interest would aroused in all concerned down to the co

(Continued on next page)

Provincial Committee Report on Four Season Buying

Ed. Mack and J. C. Begg Tell Provincial Executive of Their Success With Montreal and Toronto Clothing Manufacturers—The Trade Asked for Expression of Views.

THE resolution passed at the convention of the Ontario Retail Clothiers held in Toronto in February with regard to the four season buying plan has not been allowed to drop without further activity on the part of the committee formed to prosecute the matter. In fact, the matter is very much alive as the trade well knows. Members of the association have received pretty full information regarding the steps that have been taken up to the present time and have been asked some questions in connection therewith.

The Committee's Work

The committee composed of Ed. Mack, Toronto, J. C. Begg, Hamilton, and R. H. Dowler, London, lost no time in getting to work on the proposition. Through illness, Mr. Dowler was unable to take an active part in the work. Mr. Mack and Mr. Begg interviewed and held a conference with the clothing manufacturers in both Toronto and Montreal. At the meeting of the executive of the Ontario Clothiers held at the King Edward, Toronto, on April 21st, at which President R. F. Fitzpatrick, Ed. Mack, J. C. Begg, George Gray, Secretary H. Brimmell, W. Hern, M. J. Dedman, R. H. Stephens, R. S. Cull and L. L. Pecord were present, Mr. Mack presented the report of their committee outlining what had been done since the Provincial convention in February. This report was as follows:

We, your committee, appointed at the last convention of the association held February last, beg leave to submit the following report: Mr. J. C. Begg and myself waited on the clothing manufacturers at their office in the Southam Building, in Montreal, on April 5th, and the following members of the manufacturers association were present: B. Gardner (president); S. Kellert; J. Desauties; C. H. P. Norris, of J. W. Peck Co.; Alex. Christie; David Fels; J. Rubenstein; Henry Shapiro and Samuel Hart.

The resolution passed at the annual convention on the "Four Season Buying" was read to the meeting. We, your committee, then read a number of reasons why we thought the "Four Season Buying" should be brought about as follows:

1. A plan that would include two buying seasons for spring and summer and two buying seasons for fall and winter—the manufacturer to show his samples and models in December or January for delivery in March, and in April or May for delivery in July. The same to apply for fall and winter—the manufacturer to show his samples and models in July or August for delivery in September and in October for delivery the first of December.

2. In this way, while it may incur a little extra expense to the manufacturers by having their travellers cover their territory in Ontario four times instead of twice, we are sure that they would keep their factories running the year round at regular hours, instead of having to pay time and one-half for overtime, as most of them do to rush the goods out with the two buying seasons.

3. With the increased opportunities of replenishing stocks with merchandise, the retailer would be in a better position to know and foresee his actual needs and orders would be given in accurate quantities for a shorter period of delivery, and with more certainty of retention of this merchandise, and the cancellation of orders would be almost abolished.

4. The volume of business under this system would not be smaller by the manufacturer, but by all logical reasoning would be greater, because of the four selling opportunities, and by the constant showing of new styles a greater interest would be aroused in all concerned—down to the consumer, and more merchandise would be sold on account of this stimulated interest.

5. We feel that the "Four Season Buying" would eliminate to a very great degree the great number of slaughter sales that are carried on in the larger centres, owing to buying not so much too large a stock but the wrong kind of stock in the different styles and models, for no buyer can tell how any particular model will sell and therefore, should leave about 40 per cent. of his buying to find out just what the consumer wants.

6. There is no reason (that we can see) why we, the retail clothiers should not have at least ten months of the twelve profitable months—the same as the grocer or the butcher, if we would only buy intelligently and sanely, and we claim it is impossible when we only buy twice a year.

7. The fundamental principles of good, sane business is turnover, and by turning over our stock we can give our customers the benefit of the lowest mark-up at a more profitable business to ourselves by selling more goods which will result in greater business to the manufacturer.

Now, I can assure you, gentlemen, that we your committee were very courteously received by the manufacturers, but the four season buying was not received at all favorably, and it seemed as if they, the manufacturers, had made up their minds before the meeting without any discussion, to throw it out as impossible, but after three hours of hard arguing of your Vice-President, J. C. Begg, and myself we got Mr. J. Levenson, Sr., to agree that it was possible and also practicable without extra cost that the retailers could have 60 per cent. of their purchases delivered on an early delivery and the 40 per cent. left for later delivery in order to change the models and styles. This, Sir, was about the only concession we could get from them other than an intimation from the President, Mr. Gardner, when we tried to force him to a decision as to a solution of the problem of over-stocking, that it was up to our association to decide what in our judgment was the best solution and then, they the manufacturers, would have to adjust their factories to suit the situation.

We also met the Associate Clothing Manufacturers of Toronto, on Tuesday, April 12th at their office, 34 Yonge street. The manufacturers present were: C. B. Lowndes; J. Leary, of W. R. Johnston; Mr. Randall, of Randall & Johnston; and J. C. Begg and myself. The meeting was practically a rehash of the Montreal meeting and with the same results with the exception of a suggestion offered by C. B. Lowndes to eliminate the large stocks. We, the retailers, should according to his suggestion, buy say 100 per cent. at placing time, and have 40 per cent. delivered early, 40 per cent. a couple of months later and to leave the 20 per cent. for later confirmation. This, we considered, a fairly good proposition, but it was not by any means considered unanimous, and was not to be considered official from the association.

Now, gentlemen, this is our report as far as we have gone, and we do not think that any further good can come out of any more conferences with the manufacturers, but we, the committee, feel that a full discussion of the matter should be gone into at this executive meeting and a decision arrived at, and a mail vote of the association should be taken as to that decision, so as to have the matter cleared up at once.

Propaganda

Following the reading of the report and its consideration, a resolution was passed thanking the committee for the work they had done on this proposition. It was decided that the provincial secretary should inform the members of the association of what had been done up to the present time and get an expression of opinion from them as to their views on the four season buying plan. Steps were taken to get together the clothing and furnishing men of every town and city in the province with the view to having them discuss the four season buying plan and, if possible, to get them to immediately put it into operation.

MILLS AND MANUFACTURERS

(Continued from page 46)

sumer, and more merchandise would be sold on account of this stimulated interest.

7. The hazard which the mill and the manufacturer are taking under the old system in buying supplies in such tremendous quantities for a long period in advance would be avoided.

8. The capital involved would be materially less than under the prevailing system.

9. Our present unsettled conditions are the strongest argument for its prompt adoption.

Cutting Down Overhead by Proper Precaution Against Preventable Fire

Fire Losses in the Province Caused by Carelessness—Simple Measures May Save the Labor and Thrift of Years—Better a Good Risk at a Low Rate Than a Poor Risk at a High Rate

CUTTING down overhead is a popular phrase heard in business circles to-day. It is no more popular than it deserves. The competitive period through which we are passing and are likely to experience for a number of years demands that efficiency govern every arm of the organization. Useless expense must be cut out. The little things must be looked after with scrupulous care. Every precaution must be taken to prevent waste or loss from preventable causes.

Losses by Fire

Fire is one of the most preventable and, at the same time, one of the most destructive factors in business to-day. The insurance rates you are paying today may be due to carelessness on your part or on the part of the merchant who is next door to you. Having bundles of waste paper around, instead of using a baling machine, allowing bits of excelsior or straw to blow from the rear of your store all over the street or exposing them to the lighted match or the butt of a cigar or cigarette carelessly thrown on the street, failing to have fire extinguishers or pails of water in convenient places in case of fire—these are contributing causes to high insurance rates and, too frequently, the immediate cause of a destructive and irreparable fire. No amount of money paid to you by an insurance company will repay the toil of years represented in the bricks and mortar of your store or in the merchandise that loads your shelves. Moreover, that merchandise that is destroyed by fire, those bricks and mortar that go down before the devastating flames, are a direct and irrecoverable loss on the community.

The Record of 1920

Practically 64 per cent., or two out of every three fires in Ontario last year were in dwellings, but the great losses incurred by fire occur in mercantile and industrial establishments. In other words, approximately 5 per cent. of the number of fires in mercantile and industrial establishments account for nearly one-half of the annual loss which, last year, was $11,771,718. In mercantile stores and warehouses last year nearly $2,000,000 worth of loss was caused by 1,003 fires, and of this loss nearly one-half million was not covered by insurance. So it will be seen that, in addition to the industrial loss caused by the interference to business, that is, the interruption of continuity in connection with the purchasing public by the loss of a store building which probably took a lifetime of saving and planning to build, the merchants of this Province sustained an actual loss last year of about $440,000, representing a loss not covered by insurance.

Revenue From Waste Paper

In every grocery store there is bound to be a vast accumulation of waste paper, excelsior, etc., coming with shipments of goods. In too many cases this debris is burned when, by a small investment, it might be turned into a revenue. To purchase a machine to bale this waste paper is not a heavy investment; and by such an investment, danger of destructive fire and a little revenue from the sale of this waste paper can be obtained. There is always the grave danger that someone may drop a match or throw a cigarette butt in the corner where this waste paper is kept, and then it does not take long for the labor of years to be wiped out completely. The great majority of fires in the Province are directly due to carelessness; your place of business may not be exempt from the careless person.

Modes of Prevention

While it is true that certain conditions may not be absolutely required as a result of the inspections of insurance companies, it is advisable in the interests of every merchant that he take what simple precautions he can to insure his own place against a destructive fire. The insurance company does no say that fire-fighting appliances such a chemical fire extinguishers, or pails o water containing from one-half to three quarters of a pound of bicarbonate o soda to the gallon, be used. At th same time, they are advisable whe quantities of inflammable merchandis are collected as in dry goods stores.

Rates of Insurance

The result of carelessness and negle in failing to take the proper precautio is that insurance rates are higher tha they should be. The insurance compan is bound to protect itself on account o the increased hazard of risks, thoug this does not protect them from lo or from the danger of fire. The in surance company, moreover, wou rather carry a good risk at a low ra than a poor risk at a high rate. It altogether in your interests, therefor to see that every precaution is taken prevent a fire on your premises. Mo than that, by co-operation or by insis ence, other places in the mercantile se tion of every town and city should l compelled to observe the elementa principles of prevention.

The Ontario Fire Prevention Leag has done and is doing a most useful wo in educating the public, from the schoo up, to take whatever steps are necessa to prevent the disastrous fires that occ from year to year and which wipe o much of the natural or created weal of the Province.

Making Profit on Sale of Bathing Suits; Goods Must be Displayed with Artistic Effect

Season is Brief and Requires Quick Work—Mark-up at First of the Season Should be Low—Show Cards a Valuable Accessory to Sales—Helpful Suggestions.

FEW lines of men's and boys' furnishings are possessed of such compelling possibilities as regards merchandising as are the summer stocks, especially bathing suits of one sort or another. It would appear, however, that the average retailer tends to underrate the business which he does in these lines, as being lacking in sufficient profit to be worth while. In discussing the matter with several leading retailers this month, a staff member of Men's Wear Review gathered that the aforesaid reason, coupled with the feeling of uncertainty with regard to demand, has been the main cause of the apathy which governs the majority of retailers in Montreal. Other men, however, champion the cause of the humble bathing suit enthusiastically, and show by their personal success that the enthusiasm is justified.

One St. Catherine Street retailer who holds a strong brief for the bathing suit gave his views as follows: "Do I sell bathing goods successfully? Well, I should just say that I did, but they take a deal of careful study to turn out satisfactorily with profit. To begin with, Montreal is so well supplied with summer resorts that every man and boy who goes out of town for week-ends or the holidays must possess some sort of a suit, but there are places of course which have not even got a swimming hole to boast of, and consequently it is no use trying to convince retailers in those localities that swimming stuff is any good. No, sir, you have got to be sure of your water first, and right here in Montreal we have all kinds of rivers and lakes, besides being the starting-off point for Old Orchard and the Maritimes. Now there are several things to bear in mind in selling these suits. First, your mark-up must be low at the beginning of a season or else your customers are going to lie low and wait for the inevitable sale which will save them money. It is far better to have a small stock and push it quickly than to go in for a wide variety. Bathing suits are never very profitable at the best of times and possess the utility of time appeal only. Second, I have found it best to keep strictly to staple goods, letting the fantastic lines severely alone. The latter are all very well at American summer resorts where movie actors disport themselves in the endeavor to create a new fashion, but for the usual Canadian beach, inconspicuous styles are by far the best. Furthermore, the bathing suit season is short and arrives almost overnight according to the state of the weather so that your customer will not buy until he has to. He will hang off as long as he can, hoping for the lowest price, and will try to make his old suit do another year unless the retailer has a good argument to convince him that the early purchaser will get the best value. May is none too early to begin to feature bathing suit displays in this part of the world, but of course temperature has much to do with it. Still another point worth mentioning is that the location of the store will influence the success of bathing suit sales. It has been proved time and time again that the downtown store, situated in the financial district sells the greatest number of men's suits, for the reason that this is the one garment which a man does not leave to his women folks to select, and will always take the time to drop in and pick out a new swimming suit if the display or the advertising appeals to him. He is usually in a hurry to catch a train out of town around five or six o'clock in the afternoon so that the noon hour sale is the best time to catch the average man."

Bathing suit window display which attracted early attention of swimming enthusiasts. It was shown by David's Ltd., of Montreal, and arranged by J. W. Soloman.

Speaking of methods of display, this retailer continued: "This line of goods needs to be played up with artistic effect to be really worth while. It is the power of suggestion which attracts more than the suits themselves. If you can show a window of well chosen color effects, using the usual accessories such as water wings, cork balls, bath robes and shoes to vary the display, plenty of original effect can be achieved. The fad of wearing a plain black or white rubber cap is growing with men nowadays, especially for salt water bathing which is none to good for one's hair if indulged in frequently. A wax figure can be used with splendid effect to display a suit, and a group of boys' forms also arrayed in neat suits can be played up with sand, pails, etc, very easily. It is also a good idea to feature towels, too, in the display, as many men prefer to feel that they are using a perfectly fresh one. The idea of selling suits and towels with a small comb and mirror all done up in a package ready for tucking into the week-end bag is not a bad plan, and could be retailed at a figure which would appeal irresistibly to the swimmer. Such show cards as are seasonable should be used, and worded somewhat in this manner, 'Dive in and try one of our bathing suits,' or 'Cool, comfortable swimming toggery for your vacation.' If these cards are headed by a cut-out of a pretty girl taken from a magazine cover, arranged in aquatic costume the atmosphere will be complete."

Another prominent Montreal retail store is featuring its bathing suits already and intends to specialize in all woollen lines particularly, as being more suited to chilly seaside or mountain air. This firm also specializes in distinct styles for young men and older men, featuring one-piece models for the former and two-piece styles for the latter class. Women even are purchasing men's bathing suits, it was explained, and seem to prefer masculine cut and design if the armholes are sewn up a few inches more. All solid colors sell best in general, although a certain demand is felt for wide stripes on the hems and at the waist line, of contrasting tone, say, red upon navy or gray, while the

(Continued on next page)

NEWS OF THE CLOTHING TRADE

The Semi-Ready store at 703 Yonge Street, Toronto, is closing out business.

Imrie Bros., of Toronto, have opened up their third store in that city. Their latest store is at 112 Yonge Street.

Aberdeen Woolen Mills have opened a new store at 83 Bank Street, Ottawa. The new branch was opened on April 30.

The business of Thomas Plewes, of Sudbury, following his death, is being carried on by F. L. Fry, for the estate.

Arrow Clothes Shop, men's clothiers and furnishers, are opening a store at 164-166 Craig Street West, Montreal, about May 16th.

Robinson's Upstairs Clothes Shop, of Ottawa, has moved from the Union Bank Building to 133½ Sparks Street, opposite the "Citizen" building.

P. M. Lemaistre, manufacturers' agent, Montreal, left recently on a trip to the Old Country. He intends visiting England, Switzerland, France and Belgium.

George W. Peck & Co., clothing manufacturers, of Montreal, have removed to new and larger quarters at 421 Union Ave., where their more modern facilities will assist their manufacturing operations. This firm started in business over a year ago and has made very satisfactory progress since that time.

N. Sila and R. Schwartz have started in the manufacturing business at 149 Notre Dame Street West, Montreal. They have formed a company for the purpose of manufacturing a high-grade line of boys' and juvenile suits at popular prices, with silk-lined caps to match.

Edward C. Armstrong, one of the best known business men of Lindsay, died very suddenly at his home on Saturday night, April 30. Mr. Armstrong was very well and favorably known to many men of the trade who will regret to learn of his death. He took a keen interest in all sport and was affiliated with a number of athletics in Lindsay. He was a prominent Mason and Oddfellow.

King's Upstairs Shop was opened on April 16 in Saskatoon.

Oscar Koivula, tailor, of 13 Lisgar St., Sudbury, was robbed on the night of April 27. He states that his losses were about $6,200.

An unsuccessful attempt at robbery was made on Dansen's store at 514 Queen Street West, Toronto, during the month of April.

Joseph Ellis, for many years a merchant tailor of the city of Toronto, died recently at the home of his sister in Glanworth, Ontario.

An unsuccessful attempt was recently made to rob the store of M. S. Keller, Midland. About $3,000 worth of goods were placed near the back door when the effort was frustrated.

Messrs. Rickert & McLaughlin, manufacturers' agents, Montreal, have removed from the Mappin Building to Swiss Copeland Building, 489 St. Paul Street West.

The Boston Cap Co., of Montreal, have opened a new branch at Hull, Quebec. At the new branch a complete new staff of designers, operators, etc., is being maintained. Up-to-date equipment has been installed.

"THE HOUSE OF TOOKE"

Many friends of the firm of Tooke Brothers, Limited, of Montreal, Toronto, Winnipeg and Vancouver, will be interested in their latest catalogue representing the newest in Spring and Summer furnishings for men. This brochure, which is profusely illustrated with photographs and full-page color plates, is printed upon heavy satin faced paper and is unusually well prepared. Mention is made of the fact that the House of Tooke now looks back upon fifty years of successful business expansion, and an additional feature of interest is the many views of the factories and warehouses situated all over the Dominion, including four in Montreal alone. The inclusion of a chart showing the correct dress for all occasions is a valuable feature, while many of the photographic reproductions are exact replicas of the box covers in which the merchandise will be supplied.

This catalogue will be preserved as embodying a manual of practical help as well as a souvenir of unusually artistic merit.

BORSALINO WINDOW TRIMMING CONTEST

The prize awards in the Borsalino window-trimming contest have now been announced and some of the winning displays are shown elsewhere in this issue. The first prize was awarded to R. J. Tooke, Limited, Montreal, for a display trimmed by Arthur Perreault. Second prize went to Norman Birrell, Toronto, for a display trimmed by Mr. Birrell himself. Third prize, Winter Bros., Halifax, trimmed by Frank G. Burns. Fourth prize, Joseph Broadbent, Brantford, trimmed by J. Wood. Fifth prize, Regina Trading Co., Regina, trimmed by C. Faunt. Sixth prize, Dunn's, Limited, Saskatoon, trimmed by Harold W. Parr. Seventh prize, Fairweathers, Toronto, trimmed by F. G. R. Lacey. Eighth prize, Calhouns, Winnipeg, trimmed by J. C. McKissock.

Special consolation prizes were awarded to F. C. Preston, Limited, Haileybury, Ont., and F. W. S. Colpitts & Co., Moncton, N.B.

The prizes for advertisements featuring Borsalino Hats were awarded to:—First, Winter Bros., Halifax, N.B Second, Alex. Nelson, Montreal, Que.

MAKING PROFIT ON BATHING SUITS

(Continued from page 49)

all brown suit is quite popular too. The two piece style worn with belt and resembling athletic trunks is not strong in Canada, the heavier fabrics being more comfortable in the East particularly. The deep armhole which permits absolute freedom of the shoulder is the leading style and narrow shoulder straps which button on the left side seem first choice as well.

Summing up the advantages incidental to bathing suits it should be emphasized that the season is brief and necessitates quick work to bring success. Staple lines well played up, moderately priced and bought in small quantities are a safe proposition for any retailer who is located near enough to the business district to be able to attract passers-by into the store. Newspaper advertising too must not be neglected, particularly in the better class journals which go to the homes of well-to-do customers. After all, it is a line which appeals entirely to the classes rather than the masses, and should be treated as one of the indispensable items of the masculine wardrobe during the coming season, whether for tank use at the athletic club or for real work in the open.

The real salesman is the man who has a steady nerve, a steady tongue, and steady habits; one who understands men and can be understood by men, who turns up with a smile and still smiles when he is turned down.

Hostel at Moncton

Atlantic Underwear, Limited, Equip Modern Residence For Girl Employees—Recreation Facilities Have Been Provided.

ONE of the most modern girls' hostels in Canada has recently been completed by Atlantic Underwear Limited, for the accommodation of their girl employees at Moncton, N.B. The hostel for employees is an innovation in the Maritime Provinces, and the Atlantic Underwear Company is to be congratulated upon its progressiveness in thus providing congenial and wholesome quarters for their girls. The building occupies a commanding view of the surrounding country, is of brick fire-proof construction, and the lighting and sanitation are modern to the last degree.

The residence was planned by J. W. Fraser, A.R., I.B.A., of Moncton. It contains a library, living and rest rooms, a first aid and hospital ward, well-lighted and aired bed-rooms, ample bathrooms and a well-equipped laundry for the use of the girls. The hostel is in charge of a matron, and a chef supervises the kitchen. Food and lodging are provided at cost, and will not be in excess of five dollars a week.

Recreation facilities have not been overlooked, for the company realizes that good food and good rooms are not sufficient for the welfare of the employees. The girls will be permitted to entertain their friends, and in addition to a good dance floor and musical instruments, games, etc., are provided for this purpose. For outdoor amusement tennis courts and croquet lawns will be completed by early Summer.

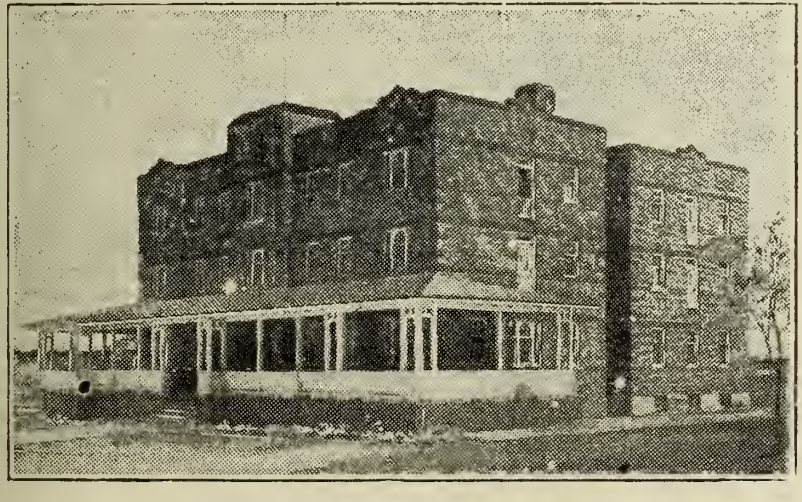


Illustration showing the new hostel opened at Moncton for the girl employees of the Atlantic Underwear, Ltd.

The Atlantic Hostel is a commendable effort to elevate the living conditions of the girl workers and to provide them with all the comforts and facilities of a home. Its influence will undoubtedly be reflected not only among the employees themselves but throughout the community.

It has always been the policy of the company to attract the best class of help attainable to their employ,—and the present large investment is a practical working out of the theory that only when employees are well provided for physically and mentally, that the highest quality of workmanship can be obtained.

Will Endeavor to Avoid More Unemployment

Provincial Government Calls Conference On Question

Premier E. C. Drury of Ontario has initiated steps to prevent, if possible, the recurrence of conditions with regard to the unemployment situation that obtained during the past Winter and Spring. The Premier is quite alive to the hardships endured by thousands of men and their families during the past Winter when it was impossible for them to get work even though they were willing to do it. Not only from the humanitarian viewpoint, but also from the financial aspect of the case, it has been an expensive six months for the provincial government and for several of the municipal governments in some of the larger cities and towns of the province, in fact, of the whole Dominion. While actual figures have not been given out, it is understood that the provincial government has spent something near a quarter of a million dollars in the last six or eight months in relieving the unemployment situation and the suffering that has followed in its wake. Merchants, particularly in the very large centres, have felt this depression arising from unemployment in many of the manufacturing plants in their respective communities. Wherever there has been a shutting down of industry, there retailers have felt the result in lessened purchasing power. The effect of unemployment has not only tightened the purse strings of the unemployed, but it has had a like effect on others. No one could tell just when unemployment was to strike even closer home; it was wise, therefore, to conserve whatever funds there were for a probable rainy day.

Called a Conference

It is the desire of the Premier of Ontario that this situation may not arise next Winter if it is at all possible to avoid it and, with an eye to the future, he has already laid what plans are possible to cope with such a situation. Mr. Drury called a conference of representatives of the manufacturing, wholesale, retail, labor and U.F.O. interests and laid the matter before them, telling them what he would like to be done to avoid a repetition of unemployment next Winter. He reiterated what he said at a recent meeting of the Credit Men's Association when he stated that the sooner we all got down to rock-bottom prices the better, and he urged upon all the interests represented to do their best to bring prices down to rock-bottom without any unnecessary dislocation of industry. He urged that buying was being delayed in some lines because it was the feeling of the consumer that such lines were still too high in price. He made a strong point of co-operation between the representatives of industry and commerce in bringing all prices down to their lowest level so that normal purchasing might be resumed, shelves cleared of whatever stock there was there as a result of too high prices, and the wheels of industry started in motion again so that unemployment would be relieved.

POINT BEING SETTLED

There is one feature of the budget that has caused some questioning, that is, whether the sales tax is to be absorbed by wholesaler or manufacturer or whether it is to appear on the invoice as formerly. This matter was not dealt with in the statement of the Finance Minister. He has been asked for a ruling on the question, however.

Robinson's Review is the name of a new publication that has been circulated in Toronto. It is the official organ of the Robinson stores and is circulated broadcast.

Promoting the Sale of Sports Clothing

A Fruitful Source of Profit and a Valuable "Service" Arm of the Organization—Reaching Sportsmen by Direct Mail Advertising—Window Display Work.

LINKING up one's business with the requirements of his immediate community is, perhaps, the first element that enters into a successful business career. The retailer may well take a lesson from the professional politician in one respect—the politician always has his ear to the ground, listening for the first faint rumble of a sentiment that may, at election time, be turned into votes. It is as essential that the wide awake retailer sense a local demand that may grow out of a community development of one kind or another; it is not less essential that he lead his community along certain other lines such as educational work along style developments. Not only should he seek to create a demand for his merchandise by advertising and window display work, but he should keep so abreast of local happenings that he may sense a demand for certain lines of merchandise in which there is not only profit but service to his customers.

The Growth of Sport

Since the Great War there has been a revival of sports of many kinds. There is no doubt that the prolonged strain of the European struggle tried the nerves of hundreds of thousands of men and women to such an extent that they have sought recuperation in sports. Golf, citing only one game in the calendar of sport, has become enormously popular during the last few years, to such an extent that it can no longer be called a middle-aged or an old-man's game as it was originally thought of. When golf first became popular in this country, its devotees were numbered only among men who were considered too old for tennis, bowling and kindred summer sports. Now, it is entirely changed. Many young men are playing it enthusiastically and its devotees to-day are growing very rapidly in number. Even in many small towns where there are no links, golfers will jump in their cars and drive five or ten miles to have a game in a neighboring city where links are provided.

This is only one of the many games that are growing in popular favor. Tennis is a very popular game throughout towns, villages and cities alike and admirers of the game are numbered in their thousands. College sports are always popular.

Catering to the Sport

It is time right now for the retailer to plan for this summer trade and to promote it in a more lively manner than he has ever done. Here, again, a good deal of this class of trade has been allowed to drift to the big mail-order houses simply because too many merchants throughout the country have not made the serious effort to get after it. This is a year when every merchant is worrying about profits. That very fact should be the occasion for his planning ways and means of promoting what lines he has and going into new lines which offer a good reward in profits.

Have a Circuit for Window Display Photos

During a recent trip to Detroit, Men's Wear Review ran across an idea that could be made considerable use of by window display men in this country. The window display men of several cities get in touch one with the other and arrange that when they have a particularly good window they will have it photographed and sent around to the different men on the circuit. In this way, each man gets new ideas and is able to use them or to develop them in his own work. It has worked very successfully over there and has helped the men on the circuit to a very great extent.

Not a few of the window display men on the other side of the line are photographers as well and frequently take pictures of their own displays which they keep on file. They say that this helps them in the arrangement of windows and, in studying them carefully after they have had them photographed, shows them where improvements could be made in the displays.

Such an idea could be developed in Canada with benefit to many display men.

Encourage Correct Dress

The first thing that a retailer might do to get after this trade is to inform himself of correct dress to be worn on the golf links, the tennis court, at boating, etc. As yet, the Canadian golfer has not taken very pronouncedly to correct dress for the game. This information should be passed along to him by the retailer in direct mail advertising of a very personal character. It is not a difficult matter for a retailer to secure the names of sportsmen in their community. Now is the time to reach these sportsmen; for soon they will begin to think of their summer games and look into their wardrobes to discover what suitable clothes they have for the season. A nice little folder might be compiled to reach these men and to lay before them correct styles for the respective sports in which they engage. Don't let their trade drift out of town as it too often does. Tell them if you haven't it in stock you can get it for them. Every line that offers legitimate profit should be promoted this year as never before, and if the retailer sits calmly back and lets this trade pass his door, he is missing an opportunity to get profit and make friends. The service arm of his organization is an all-important one from now on when competition is getting keener and keener, and the man who exerts himself and his whole organization to give service is the man who will cash in on it within the next few years. Men's Wear Review heard of a case the other day where a certain retailer in a small town had been unable after numerous attempts to fit an odd-sized man with a suit of clothes. He told that man if he would go to a neighboring city and have the suit made for him he would gladly pay his railway fare to and from the city. That was a bit of service that will make not only one but many friends for that retailer because the person so served will tell it to his friends, and the friends will not forget that here is a man who is seriously trying to give the very best service possible in connection with the merchandising of his goods.

Window Display Work

The window display work in connection with the merchandising of sport clothing is an important arm and calls for some originality if the best results are to be obtained. Original window display work, moreover, does more than help to sell the goods that are shown in the window for the time being. It gives prominence to the store. Men and women will put themselves out considerably to go to see a window that possesses some feature of originality. To give an original setting for a tennis scene, a golfing scene, a boating scene does not require as much effort as may appear at first sight. Just sit down and think of it for ten or fifteen minutes and you will be surprised how quickly some ideas will work themselves out and your whole window begins to shape itself before your eyes. Elsewhere in this issue we reproduce a suggestion or two that might be worked out, either as it is, or it might suggest other ideas that could be worked out more simply.

The satisfaction of the customer is the only accurate measure of good selling. An arbitrary method is useless as a basis of permanent business. Ability to apply different methods to different customers is essential at all times.

The Markets at a Glance

Placing For Fall in All Lines of Men's Wear is Light—Retailers Still Uncertain Regarding Prices and Unemployment—The West Buying Very Lightly—Tendencies of the Markets.

EXTREME precaution dominates the retailer's buying to-day. He is the victim of two uncertainties: First, he is not satisfied that the market is at all stable; this is what is uppermost in his mind when asked to make placings for Fall. Second, he hears rumors about the coming Fall and Winter being as bad if not worse than the last one; this upsets him as to quantities of merchandise that he would require even if the market was stable. Manufacturers of the most reputable kind frankly advise the retailer to buy in small quantities, either for the present or for the future; but they do ask him to form some estimate of his Fall requirements, place a portion of it, and give him some basis on which to proceed with his manufacturing operations. In doing that, the retailer is really doing himself a service. He is taking a long step toward avoiding the occurrence concerning which he hears disturbing rumors, namely, that unemployment will again be rife next Fall.

Inquiries that Men's Wear Review has made during the last two weeks lead us to the conclusion that the aggressive retailer is more than holding his own. He is getting out after business. He is not sitting tight and simply saying to himself, "Well, I will wait till the slump is over." He is not cutting down his advertising: he is increasing it. He knows that business is harder to get; therefore, he plugs for it harder. Out of five department stores, out of Toronto, in western Ontario, visited by Men's Wear Review within the last two weeks, four of them have told us that their business for the first four months of this year was larger than the corresponding month a year ago, and the fifth one said it was considerably better than 1919 but not quite up to 1920. This fifth one told us this before the fourth month was really ended and we will be surprised if the 1920 record has not now been broken. Difficult times mean more aggressive methods, not sitting tight. Your apathy is some one else's opportunity; and make no mistake about it, the other fellow is grasping the opportunity.

Clothing

There is not a great deal of Fall placing as yet. Travellers who have been out on the road say that the retailer is still in an uncertain mood with regard to Fall business and Fall prices. Broadly speaking, the prices being offered are from 25 to 30 and 35 per cent. lower than a year ago. There are some retailers who do not quite understand why the reductions are not greater in view of the fact that yardage goods have fallen, in many cases, fully 50 per cent. While that is true, it must not be forgotten that the cost of making up the suit is practically the same as it was last Fall. The difference is less than three per cent. in labor costs. While materials may have dropped fully fifty per cent. in some fabrics, the cost of the finished garment could not possibly be equal to this drop.

Manufacturers who took their losses at an early stage in the decline report good business looking back over the last four or six months. Incidentally, retailers who did the same thing likewise report good business. One manufacturer stated to Men's Wear Review that their ouput of units during the last six months was a little in advance of the corresponding months of a year ago. Others show favorable comparisons.

There have been a few buyers overseas recently, looking over market conditions there. The impression they bring back with them is that prices are largely fixed by necessity. There is really no basis of value. The same qualities of merchandise are offered at different prices by different houses, and the difference in price represents their need for sale. Canadian agents calling upon manufacturers reflect this in the prices they offer. A price which they fix to-day is lowered in a week's time.

Collars and Shirts

There is still a brisk demand for the low collars in both laundered and soft. This demand has given a good impetus to the trade in both manufacturing and retail circles. At the present time, the end of the run does not seem to be in sight.

Considerable stir has been caused recently by the unloading of large stocks of shirts by manufacturers through retailers. Toronto has been the scene of two very large sales in which the consumer has reaped a rich reward. He has been getting some exceptionally good value at ridiculously low prices. The same thing has occurred in Montreal. Manufacturers have been besieged by retailers asking them if they could give them shirts to sell at a price that would be competitive to the Toronto and Montreal sales. Shirt sales, as a matter of fact, are rather a feature of the furnishing trade at the present time and one may run into them in almost any town or city in the country.

As yet, there is little being shown for the Fall season and the offerings will likely be later than usual on account of the indisposition of the retailer to indulge in heavy placing of any kind. It all depends on the cotton market, of course, what prices will be, and in this statement the cost of labor must be considered. There has just come word that the wages of operators in cotton mills are to be reduced six shillings in the pound in England. It remains to be seen whether this will have any effect upon cotton prices.

Neckwear

Aside from the narrow tie for the low collar, there is not a great deal of stir in neckwear circles. The low collar has been the salvation of the neckwear men during the last few months and they have done a good business on the strength of it. Manufacturers are looking around for novelties in which they hope to interest the retail trade for fall business. There have recently been many importations from Switzerland and among these are many neckwear silks of rich colorings and attractive designs.

In the narrow shapes, some nice patterns in knitted and printed ties are still being shown. Even in the batwing, the bows are being made smaller so they will fit into the lower collar that is in such demand.

Underwear

Judging from reports of travellers who have been out on the road with fall lines of underwear, the placings by the retail trade would indicate that their stocks are down to a very low level. They are not placing orders as large as a year ago, but they are, eneverthless, placing very fair orders. One agent who handles a well-known line has just returned from an extended trip to many of the large centres and he states that he is "quite satisfied" with the amount of Fall business which he secured. He states that stocks on the retail shelves are very low, but that the retailer is cautious and in some cases, over-cautious with regard to placing. Prices are, on the coarser lines, down fully 50 per cent., while on the finer lines they are down 33 1-3 per cent. or even a little better.

Hats and Caps

The run which the retailer has had on pearl greys is reflected in the wholesale trade where they have found it difficult to meet the demand from all over the country. Other lines are slower and there is still very little placing for Fall. The sale of straws has been very good and some of the retail stores are already making advance showings of their Summer lines. Later models in straws are likely to be slightly lower in price than that quoted even a month ago. The prices for Fall are still uncertain, but it is not improbable that a popular price to the consumer for Fall trade will be around the $5.00 mark. Many of the retail stores have been running sales during the last few weeks at this price as it seems to strike a responsive chord in the consumer's heart. Having once established this price, it will be hard to get a price above that limit.

DEPARTMENT OF THE NAVAL SERVICE

SALE OF CLOTHING

SEALED tenders addressed to the undersigned and endorsed on the envelope "Tender for Clothing" will be received up to noon of Friday, the 10th day of June, 1921, for the purchase of Clothing and Clothing Supplies, including Seamen's Bedding, Blankets, Boots, Braces, Kit Bags, Brushes, Combs, Comforters, Drawers, Duffel Garments, Duffel Cloth, Flannel, Blue Jean, Seamen's Hammocks, Woollen Jerseys, Leather Mitts, Oilskins, Razors, Serge, Shirting, Socks, Stockings, Towels, etc., at Halifax, N.S., and Esquimalt, B.C. These supplies are in excess of the immediate requirements of the Department and are in effect new, never having been worn or used.

Tender forms, together with full particulars, may be obtained on application to the undersigned or to the Naval Store Officer, H.M.C. Dockyard, Halifax, N.S., or Esquimalt, B.C. Samples may be seen at Ottawa, Halifax and Esquimalt.

G. J. DESBARATS,
Deputy Minister of
the Naval Service.

Ottawa, Ont., April 30, 1921.

Unauthorized publication of this advertisement will not be paid for.

TWO COURSES

ADVERTISING and SHOW CARD WRITING

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

Specially Reduced Prices on the

ARROW PAD GARTER

Quality is not sacrificed to offer the line at a low figure. You can count on your customers' satisfaction.

Ask for Quotations.

ARROW
Pad Garters
Arm Bands
Leather Belts
Elastic Belts

Arrow Garter Mfg. Co.
489 St. Paul St. W.
MONTREAL

When writing advertisers kindly mention having seen the Ad. in MEN'S WEAR REVIEW.

TWO Taylor Safes FOR SALE

One J. & J. Taylor Safe, inside dimensions 15" deep by 2' 6" wide by 3' 11½" high, and fitted with a built-in compartment. Price, $200.

One J. & J. Taylor Safe, inside dimensions 18" deep by 2' 9" wide by 4' 5" high, and fitted with a steel compartment. Price, $250.

Both these safes are in first-class condition, and the prices quoted above are considerably less than half what similar safes are selling for to-day.

We are offering these for sale as we have installed larger vault accommodation.

Any firms requiring a safe would do well to communicate at once with The MacLean Publishing Company, 143 University Ave., Toronto.

Appreciate Men's Wear Review: Ontario Executive Pass Resolution

The following resolution was passed at the last meeting of the Ontario Executive of the Retail Clothiers' Association at their meeting in Toronto:

"That the secretary be instructed to write to you conveying the appreciation of the executive for the very helpful and instructive manner in which you have endeavored to fully report our annual convention and the other deliberations from time to time in your trade journal."

It was moved by Ed. Mack and seconded by J. C. Begg.

Popular-Priced Men's and Boys' Clothing

Well made from up-to-date, saleable materials and at a price which will meet present-day competition.

IT WILL PAY YOU

to get our quotations before placing orders.

The Gardner Clothing Manufacturing Co.
Wholesale Clothing Manufacturers
645 St. Valier St., Quebec

Glissades
Italians, Mohairs

SPERO
ON SELVEDGE OUR GUARANTEE
Pocketings
"BEST IN THE WORLD"

TWO OF A KIND Both Reliable

COTTON IMPORTERS
SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

SPERO MILLS ON
MANCHESTER SHIP
CANAL.—THE SHOW
MILLS OF LANCASHIRE

Richard Haworth and Company Limited, England

GARTERS

Garters of the Satisfaction-Giving kind.

No. G.P. 22.
Regd. No 205436

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the —— —— trade. ——

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES are noted for their -:- QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders it means extra business.

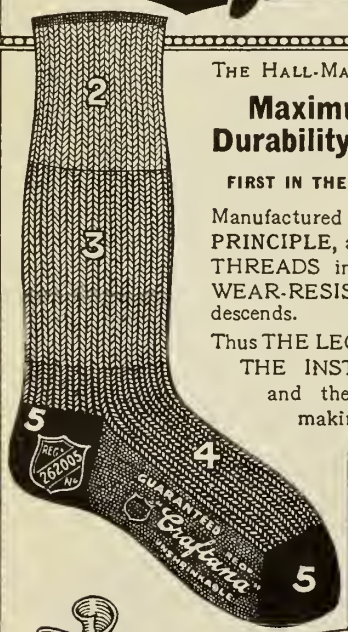
"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

LONDON: 19 Fore Street, E.C. 2.
SOUTH AFRICA: Davies, Gnodde & Smith, 1 Strand Street, Port Elizabeth.
MELBOURNE: Alfred F. Smith, 2 Fink's Buildings, Elizabeth Street, Melbourne.
SYDNEY: Alfred F. Smith, 39 Queen Victoria Buildings George Street.
CHRISTCHURCH: Robert Malcolm, Ltd., 79 Lichfield Street Also Auckland, Wellington, Dunedin.
BOMBAY: F. A. Filmer & Co., Gaiety Buildings, Hornby Road.

"Craftana"

Registered No 262.005



THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

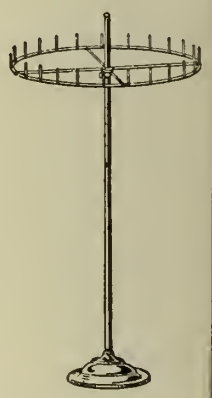
THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

Choose Your Display Fittings From

The House with the Four Greatest Assets

Highest Quality
Exclusive Designs
Competitive Prices
Immediate Delivery



Our new catalogue showing cuts of our Bust Forms, new wooden Louis XVI Fixtures, etc., will be sent on request.

Delfosse & Company
Corner Craig and Hermine Streets
Montreal

POPULAR BRAND TROUSERS
Made by the Vineberg Pants Co. Montreal, P.Q.

TRAVELLERS will be on the road shortly See what they have to offer before placing your order.

Is a Process—
Not a Cloth

The word "CRAVENETTE" does *not* mean a particular weave, pattern or color of cloth.

The word "CRAVENETTE" is applied to any cloth which has been rendered showerproof by the "CRAVENETTE" REGD. PROCESS.

Gabardines, Imperials, Tweeds, Coverts and other fabrics are "Cravenette" Regd. Cloths just as are Whipcords and Homespuns.

Whether you sell "Cravenette" Regd. Coats at retail, or manufacture the cloth into coats, make sure that the Registered Trademark is on every yard of cloth or in the garments.

BDA

The hall-mark of excellence in the textile world

THE
BRADFORD DYERS' ASSOCIATION, LTD

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ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C2

BDA
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MODEL K180

A Novelty!

Narrow Knit
with
Embroidered Figures

Made right in our own factory
from PURE SILK

Sells very profitably at $2.00

This pattern is a fancy weave black ground, and the embroidered spots come in the following combinations (always on black):—

Red, gold and red (as photo).
Green, blue and green.
Blue, white and blue.
Black and white.

Order sample dozen assorted.

They're selling fast! Get yours now!

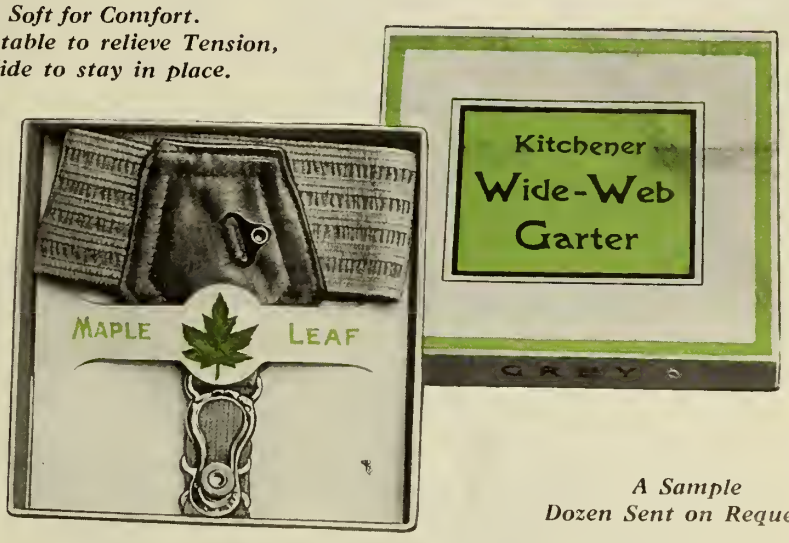
We also manufacture a complete line of pure silk and art silk knitted ties in all widths and at all popular prices.

Write for samples and quotations.

The King Suspender and Neckwear Co.
TORONTO - CANADA

WIDE-WEB GARTER

Soft for Comfort.
Adjustable to relieve Tension,
Wide to stay in place.



A Sample
Dozen Sent on Request.

Makes You Forget You Wear Socks

Write to-day for sample dozen. If not more than pleased with Maple Leaf Wide-Webs, return them at our expense.

Comfort combined with quality gives you the best selling garter on the market.

Display them prominently and their story is clear at a glance—comfortable because of the wide web—they stay comfortable because they are ADJUSTABLE.

Kitchener Suspender Co., Limited
Kitchener, Ontario

If you have an Athletic Department, you know what a profitable line it is.

NOW is the time to secure the BASE-BALL and FOOTBALL trade. See our stock, ready for immediate delivery, of RUGBY SUITS, BOY SCOUT UNIFORMS, SOCCER, HOCKEY and GYM PANTS. The VALUE of these lines in Workmanship and Quality cannot be duplicated elsewhere.

If not, make one without delay. Moyer will start you on the fast sales.

Save 50% by buying our "MADE-IN-CANADA" BASEBALL UNIFORMS—distinctive patterns. "Big League" model, cut to individual measurements, specified and thoroughly made with double-stitched seams throughout. Samples and Prices sent on request.

Think of the various Athletic Associations and the numerous Sport and Pleasure Clubs in your town that can be exploited.

Connect
Your Business With
Sport and Pleasure

Moyer
Made-in-Canada
Athletic Clothing

A. W. Moyer & Co.

124 King St. W., Toronto
Manufacturers (to the Trade only)

There are big profits and easy money to be obtained.

We also manufacture WHITE DUCK CLOTHING, OUTING HATS, OPERATING GOWNS, HOSPITAL CLOTHING, DENTISTS' and BARBERS' COATS.

MOYER, Headquarters for MADE-IN-CANADA RESTAURANT CLOTHING, ABATTOIR CLOTHING, FACTORY UNIFORMS, BUTCHERS' COATS and APRONS.

Where does the Consumers' surplus cash go to?

Baseball, Football, Hockey, Boy Scouts and other pleasures

The LITTLE GENTLEMAN JR BOYS CLOTHES

For Fall—The Essence of Good Quality

"THE LITTLE GENTLEMAN" Boys' Clothes are the greatest triumph in combining Quality with Minimum Price which has been achieved in the last five years.

There are concrete reasons for the remarkable success which ever attends "THE LITTLE GENTLEMAN":

First—The fine type of fabrics.

Secondly—The incomparable tailoring.

Thirdly—Styles that meet the wishes and requirements of boys.

"THE LITTLE GENTLEMAN" has the distinction of being the only Boys' Suit in Canada that is

FULLY BASTED
HAND SHAPED
SPONGED IN HOT AND COLD WATER
UNBREAKABLE FRONTS—
HAND FINISHED

and possessing many other highly desirable qualities which could be discovered only in the wear of the suit.

Plain, common justice to yourself demands that you should see this Fall Line of "THE LITTLE GENTLEMAN" Boys' Clothes. OUR TRAVELLERS are on the road. Write us for an interview or samples.

The Hartt-Brown Company, Limited

Our New Home—
124 St. Antoine Street
MONTREAL

And Now—
Toronto Printers May Strike

THE present agreement between printers in book and job offices and employers in Toronto expires May 31. The minimum wage paid is $35.20 per week (increased voluntarily a year ago by the employers from $32.00, although the agreement had a year then to run). This wage covers a 48-hour week.

The International Union is demanding a week of 44 hours as the basis for all wage scales, and the Toronto unions are demanding a wage of $44.00 per week of 44 hours, $8.80 more per week for 4 hours less work.

This means an increase of from 73 cents per hour to $1.00 per hour, or over 36%.

Publishers and other employing printers feel that under present conditions of business and the admitted decreasing cost of living, the increased wages and shorter hours demanded by the International Union are unreasonable.

This is acknowledged by many of the thoughtful and loyal printers employed in the Toronto offices, who believe that the International Union has blundered in its demand that local unions shall not sign new agreements except on the basis of the 44-hour week.

The position, however, may be that these local men may not be able to make the International officers in Indianapolis see, that to force a strike now on these unreasonable demands would be an act of folly—and a strike may be called on June 1st.

The facts of the case are presented here, for the information of the sections of the public—subscriber and advertiser—reached by this publication.

The attitude of the employing printers is shown by their voluntary action in giving a 10 per cent. increase last year while the agreement calling for the minimum wage of $32.00 a week had still a year to run.

They feel strongly now, however, that this is not a time when an increase of 36 per cent. in the labor cost of production should be permitted.

If publishers are forced to pay $44.00 a week instead of $35.20 and get only 44 hours of work instead of 48, it is inevitable that subscription and advertising rates must advance. No business can stand an increase in its wage bill of 36 per cent. and absorb that increase. The extra cost will have to be added to the sale price of the product.

Publishers sincerely hope that the great body of sane opinion among the local printers may prevail and that the Indianapolis officials will be induced to withdraw their unreasonable demands so that Toronto printers may continue to find well-paid, congenial employment.

If this sane, thoughtful opinion does not prevail, a strike seems inevitable, with its equally inevitable result of loss to the printers and publishers, and inconvenience and loss to the public.

> An expression of the opinion of readers of this paper on the Union's proposals, involving an increase of 36% in the labor cost of printed matter, is asked. Will you not write a letter to the editor (not for publication) telling him your view of the situation?

This statement is published by and has received the endorsation of the Toronto publishers who are members of the

Canadian National Newspapers and Periodicals Association

Including MEN'S WEAR REVIEW

HERCULES

Dress and Sport Shirts

have stood the test of a fluctuating market. Quality, price and value combined with workmanship, is the answer to continuous demand.

Merchants everywhere realize that to-day, more than at any other time, a line so well balanced as ours contributes to easy sales and customer satisfaction.

The Hercules Garment Co., Limited

Head Office:—Montreal

Factories: MONTREAL and LOUISEVILLE, P.Q.

The Largest Gabardine Manufacturers in Canada

Raincoats

Gabardines for Men, Women and Boys.

YES

IF FROM "FELS" IT SELLS

"FELSPRUFE"

Waterproof Coats and Gabardines

For Ladies and Men, Boys and Girls.

A strong range of Gabardines. We are ready to fill an assured demand.
See us in our new Montreal home.

FELS LTD.

9th Floor, Phillips Place, Dubrule Building

Sample rooms and stock carried also at Toronto and Vancouver.

TORONTO, ONT.
W. J. Armstrong,
Hamilton Trust Bldg., 57 Queen W.

VANCOUVER, B.C.
E. R. Bollert,
501 Mercantile Bldg.

Salesmen from Coast to Coast

INDEX TO ADVERTISERS

A

Atlantic Underwear, Ltd. ..... Inside back cover
Arrow Garter Company 54

B

Bradford Dyers' Assoc., Ltd..... 57

C

Campbell Mfg. Co., Ltd..... 22
Canadian Handkerchiefs, Ltd. 28
Cluett, Peabody & Company of Canada, Ltd. ..... Front cover
Cook Bros. & Allen, Ltd..... 3
Coppley, Noyes & Randall, Ltd..... 21
Cohen, Goldman & Co. 12-13

D

Dale Wax Fixure Co., Limited..... 24
Deacon Shirt Company 26
Delfosse & Co. 56
Department of the Naval Service.... 54

F

Fashion Boys' Clothing 26
Faire Bros. & Co., Ltd..... 56
Fels Limited 63

G

Gardner & Company, B..... 7-8
Gardner Clothing Mfg. Co. 54

H

Hanson, George E. 18
Hartt-Brown Co., Ltd. 61
Haworth & Co., Ltd., Richard..... 55
Hercules Garment Co., Ltd..... 63
Hickok Mfg. Co., Limited..... 11

J

Jackson Mfg. Co., Ltd. 24
Jones Bros. & Co., Ltd. 26

K

Keens Co., Ltd., W. J.....Inside front cover
Kitchen Overall & Shirt Company, Ltd. 1
King Neckwear & Suspender Co..... 58
Kitchener Suspender Co., Ltd..... 59

L

Leishman & Co., Limited, Wm..... 2

M

Mackenzie, Limited 9
Monarch Knitting Co., Ltd..... 15
Moyer, A. W. 60

N

National Cash Register Co. of Canada, Limited 17
Northland Knitting Co., Ltd..... 20

O

Oxford Clothing Co., Ltd..... 20

P

Parsons & Parsons Canadian Co..... 30
Peck Co., Ltd., John W..... 4-5
Peck Co., Ltd., Geo. W..... 25
Prosperity Shirt Company..... 18

R

Randall & Johnston, Ltd..... 14
Racine, Ltd., Alphonse..... 6
Raven & Co., Ltd., William..... 56
Reid Co., Ltd., A. T..... 23
Robe & Clothing Company, Limited.. ..
Richardson & Co., A. E. 24
Rubin & Company, S. 16
Rubenstein Brothers 10

S

Schwartzman Bros. 26
Shaw Correspondence Schools 54
Stifel & Sons, J. L. 19

T

Tobin & Sons, J. 9
Tooke Bros., Ltd. .....Outside back cover
Tip Top Cap Co. 22
Turnbull Co., Limited, C..... ..

U

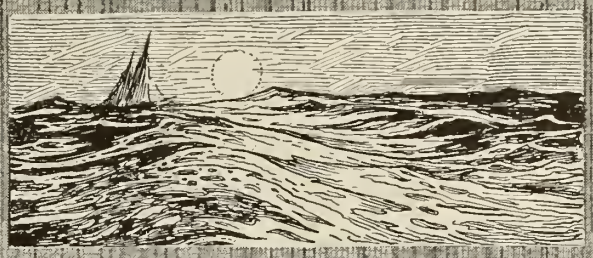
Uniform & Equipment Co..... 27

V

Vineberg Pants Co. 56

W

Walter, Williams & Co., Limited..... 29
Wolthausen Hat Corp., Limited..... 29



Popular and Profitable

IN Atlantic Underwear the most discriminating purchaser will find a garment that fits snugly.

The soft warm wool yarn with which Atlantic Underwear is knitted guarantees a suit that is free from irritation, a suit that is absolutely comfortable. With an Atlantic a man can warmly breast the wintriest weather.

Atlantic Underwear pleases both the retailer and the consumer. The fit, the quality and the price of Atlantic assure satisfaction to the consumer. Their popularity assures quick sales to the retailer.

Sold in a large range of different weights and qualities.

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears

30

ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

A TOOKE
Summer-Weight Collar of Fashion

Price $2.00 Per Dozen
Ready for Delivery

Send for our new Illustrated Catalogue

TOOKE BROS., LIMITED

SHIRTS, COLLARS and NECKWEAR

MONTREAL

Toronto Winnipeg Vancouver

MEN'S WEAR REVIEW

Volume XI | Toronto, Canada, May, 1921. | Number 6

Cluett, Peabody & Co. of Canada, Limited

The Popularity of Art Clothes precludes us from appointing any further agencies for the Spring and Summer, but for the Fall we shall be pleased to consider applications to represent us where Art Clothes are not already offered.

If you desire to associate your House with Ours for Fall and Winter Art Clothes, you are requested to correspond immediately or this opportunity will pass you.

Cook Bros. & Allen, Limited
TORONTO

The LITTLE GENTLEMAN JR BOYS CLOTHES

For Fall —The Essence of Good Quality

"THE LITTLE GENTLEMAN" Boys' Clothes are the greatest triumph in combining Quality with Minimum Price which has been achieved in the last five years.

There are concrete reasons for the remarkable success which ever attends "THE LITTLE GENTLEMAN":

First—**The fine type of fabrics.**

Secondly—**The incomparable tailoring.**

Thirdly—**Styles that meet the wishes and requirements of boys.**

"THE LITTLE GENTLEMAN" has the distinction of being the only Boys' Suit in Canada that is

FULLY BASTED
HAND SHAPED
SPONGED IN HOT AND COLD WATER
UNBREAKABLE FRONTS—
HAND FINISHED

and possessing many other highly desirable qualities which could be discovered only in the wear of the suit.

Plain, common justice to yourself demands that you should see this Fall Line of "THE LITTLE GENTLEMAN" Boys' Clothes. OUR TRAVELLERS are on the road. Write us for an interview or samples.

The Hartt-Brown Company, Limited

Our New Home—

124 St. Antoine Street

MONTREAL

Peck's

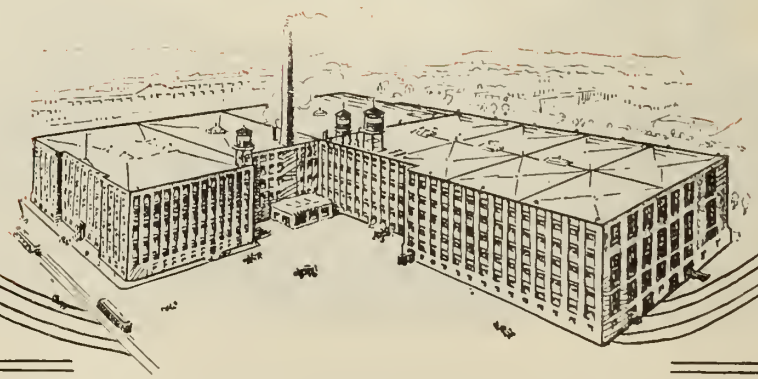
CLOTHING FOR BOYS, TOO?
OF COURSE!

Our name comes to your mind quite naturally when you think of high-grade clothing for men. We simply remind you that our line for Young Men and Boys is also unparalleled. The fabrics are of the same high quality; there is the same variety in designs, and each suit has that air of distinctiveness that marks our Men's Clothing. To develop your Boys' and Young Men's Department, feature Peck's Clothing.

Be sure to see Fall Samples now being shown.

JOHN W. PECK & COMPANY, LIMITED

MONTREAL WINNIPEG VANCOUVER



Peck's

SPEAKING OF

CAPS AND SHIRTS

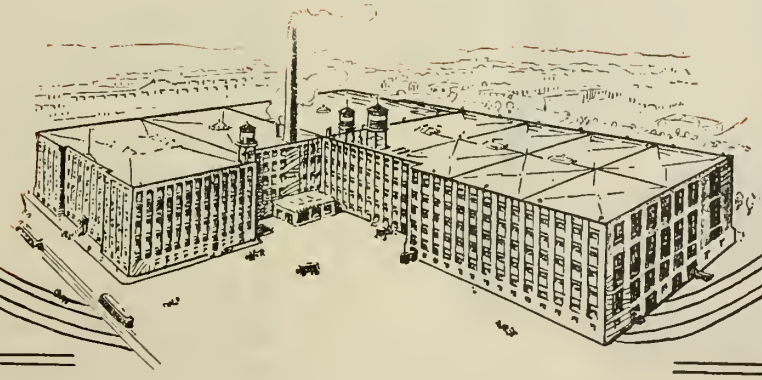
—it is interesting to note that there is a marked variation in taste in different parts of Canada. It is our business to know what is going to "GO" in all sections and to produce such merchandise at the right moment.

Merchants handling Peck's Caps and Shirts are always the first to show the new things, and since the goods live up to appearances they always have repeat business.

The excellent line of samples for Fall now being shown by our salesmen contains many numbers in Caps and Shirts particularly suited to your requirements.

JOHN W. PECK & COMPANY, LIMITED

MONTREAL WINNIPEG VANCOUVER



There's Ideal Comfort in a Palm Beach Suit
When a man looks well and knows it
When he looks cool and feels it
Then he is comfortable indeed!
A well-tailored Palm Beach Suit has just that effect. And that's why the little trade-marked label (sewn in every Suit of the genuine cloth) is looked for and insisted upon by men of good taste and judgment the world over.
Your clothier will show you Palm Beach Suits in a variety of distinctive colors and patterns
COOL!

The double-page color-spread in Collier's (shown here in miniature)

Miniatures of our street car cards to be run in full colors during the Spring and Summer.

A Palm Beach Campaign that brings the World to Your Door

This Summer, THE PALM BEACH MESSAGE will travel to your trade on three highroads of national publicity.

It will be a message rich in power and results . . . a message that will take many forms . . .

It will tell your public why PALM BEACH is the National Summer Cloth and the Logical Summer Suit.

MORNING
NOON
NIGHT
Palm Beach Suits
Cool and Comfortable
from "good morning" till "good night"
The summer days—the summer nights—are often the most delightful of the entire year. That is—if you wear a PALM BEACH SUIT. For every little breeze is welcomed by its open porous weave. It is a suit without weight or warmth—sensible for the office—ideal for outdoors, and "good form" for the evening call. Clothiers will take pride in showing you well tailored Palm Beach Suits. . . . In colors, light and dark.
This label is sewn in every Genuine Palm Beach Suit
THE PALM BEACH MILLS—GOODALL WORSTED CO.
Selling Agent A. Rohaut, 229 Fourth Ave., New York City

The double-page color-spread in the Literary Digest (shown here in miniature)

There's Ideal Comfort in a PALM BEACH SUIT
SINCE there is only one Palm Beach Cloth, how is it one sees different shades of Palm Beach Suits bearing the trade-marked label?
PALM BEACH CLOTH
How is it one sees Genuine Palm Beach Suits at different prices?

Miniatures made from our big series of half-page and quarter-page newspaper ads.

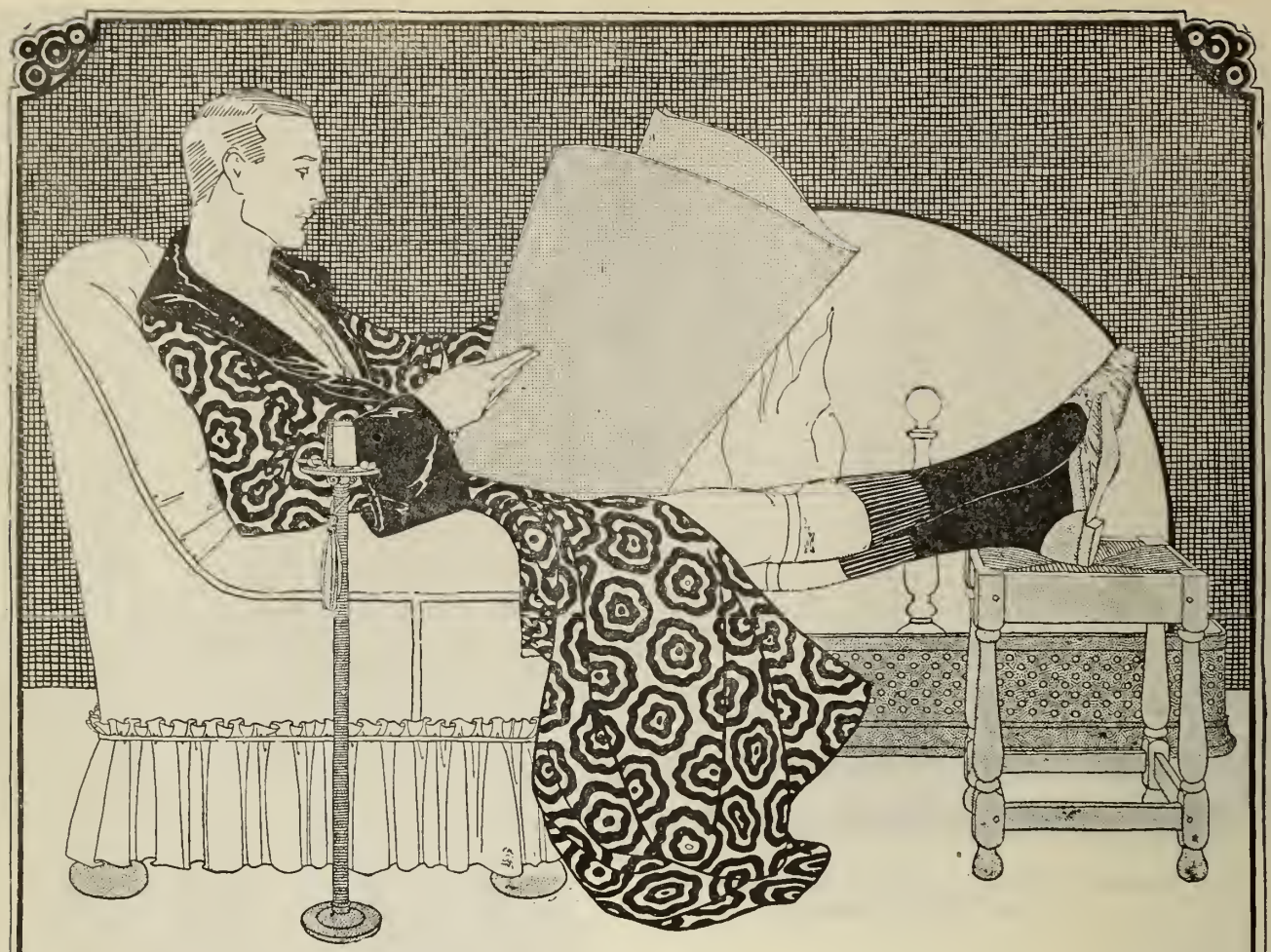
It will drive home the meaning of the famous little LABEL—and—

It will make men who want COOLNESS and STYLE seek the store that boasts a good assortment of Genuine Palm Beach Suits.

The national magazines—the street cars of the entire United States, Canada and Cuba—and the principal newspapers of the country—will work together in making this the biggest Palm Beach Suit Season in your store's history. Full details on request; also Display for your window and interior.

In ordering Palm Beach Display please specify that you will use same only in connection with the Genuine Palm Beach Suits, and address Service Department, under direction of L. S. GOLDSMITH AGENCY, 244 5th Ave., New York

THE PALM BEACH MILLS
GOODALL WORSTED COMPANY, SANFORD, ME.
A. ROHAUT, *Selling Agent*, 229 4th AVE., N. Y.



A CUSTOMER'S opinion of your store and the goods you sell is not formed when he is making his purchases. He forms his opinion according to the satisfaction he feels as he walks along the street or sits beside the fireplace.

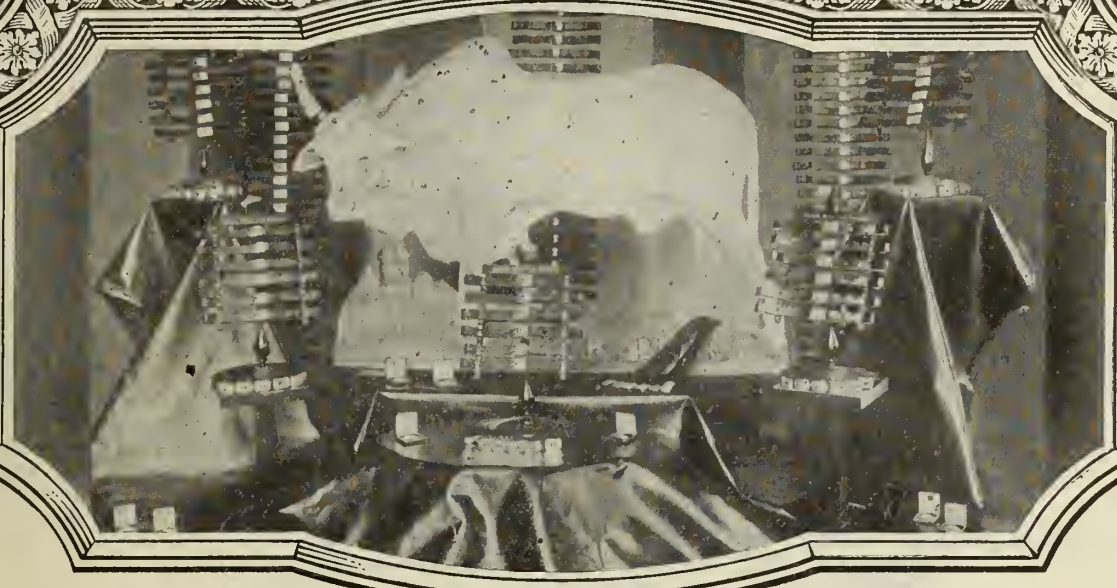
You will experience a sense of security in recommending Penmans Hosiery to your trade, knowing that, day in and day out, they are silently driving home the message to their wearers that your store is a quality store.

Penmans Limited
Paris

Penmans

HOSIERY FOR MEN

"The Standard of Excellence"



When They See Them —They BUY

HICKOK Belts and Buckles sell themselves. Tremendous sales from HICKOK window displays have proved this time and time again. HICKOK superiority in design, quality and finish of leathers and metals never fail to create in the passer-by a desire to BUY.

HICKOK Dealers are supplied regularly with unique window display suggestions. We also loan them special display fixtures. And in many other ways we are continually helping HICKOK dealers to sell more HICKOK Belts and Buckles.

Opportunities for the sale of HICKOK Belts and Buckles in Canada are not only good now, but increasing daily. If the HICKOK Line is not being sold in your locality, WRITE us for it.

If you haven't seen the HICKOK Spring Catalogue, WRITE for a copy.

HICKOK HMCO QUALITY

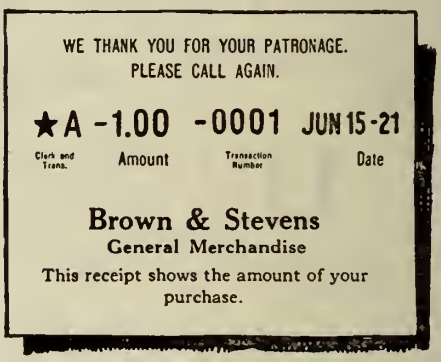
HICKOK Belts & Buckles

Combined Canadian and U.S. Factories Largest in the World Manufacturing Belts and Buckles

The HICKOK MFG. CO., Ltd., *33 Richmond St. West, Toronto, Ont.*

ROCHESTER, N.Y., U.S.A.

A receipt printed and issued by a National Cash Register →



The register prints a record of the sale on the receipt. The star shows it was a cash sale. "A" is the clerk's initial. The amount is $1.00. It was the first sale on June 15, 1921. The register also prints an advertisement of the merchant's store on the front and back of the receipt.

Benefits the customer :

The plainly printed figures of the amount on the receipt show that she has not been overcharged. She likes to buy in a store of this kind.

Helps the clerk :

It proves that he registered the right amount. The added and printed records inside the register give the clerk credit for the sale.

Protects the Merchant :

He knows that to get the proper amount printed on the receipt, correct added and printed records must be made inside the register.

A National Cash Register is the only machine that prints and issues this kind of a receipt.

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED

OTTAWA
111 Sparks St.

QUEBEC
Merger Bldg.

HAILEYBURY
Matabanick Hotel

TORONTO
123 Bay Street

SUDBURY
Nickle Range Hotel

SYDNEY, N.S.
269 Charlotte Street

SHERBROOKE
4 London St.

THREE RIVERS
Main Street

RIVIERE DU LOUP
Hotel Anctil

CHARLOTTETOWN
P.E.I.
Queen and Sydney Sts.

Good-bye to Sales Problems! Hello to Sure Profits for Retail Merchants!

That's just what Racine Prices for Men's Furnishings mean to your store.

In these days when the cash outlay for Men's Wear Essentials involves more thought and consideration than in previous years, the ordinary man is more than ever obliged to look for garments which will yield the maximum wear for every dollar he spends.

In Racine Merchandise he finds that Service; and his consequent satisfaction makes him a regular customer at the shop carrying these dollar-for-dollar values.

Are YOU that Merchant?

Do YOU carry a representative stock of the lines listed below?

"Racine" Working Shirts
"Hero" Fine Shirts
"Strand" (Chemise de Luxe) Shirts
"Samson" Pants
"Life-Saver" Overalls
"Record" Sox

Cravats
Gloves
Handkerchiefs
Underwear
Pyjamas
Suspenders
Belts, etc.

Alphonse Racine Limited

60-98 ST. PAUL STREET WEST, MONTREAL
Men's Wear Specialists
FACTORIES: BEAUBIEN ST., MONTREAL
ST. DENIS, QUE.; ST. HYACINTHE, QUE.
N.B.—A new Sample Room has been opened at 85 Germain Street, St. John, N.B.

Attire of Quality and Refinement

What greater guarantee of Highest Grade Quality, Style and Durability can we offer intending new customers than the statement that many of our old clients are proud to advertise LEISHMAN'S TAILORED GARMENTS among their other lines?

Only expert tailors and workmen are employed, and only the very best materials obtainable are used in the production of our suits, whether made to measure or Already Tailored.

Merchants desirous of representing our House are requested to communicate with us, mentioning their class of trade, as a guide, and we shall be pleased to give all the information required. Our proposition offers a generous return.

Wm. H. Leishman & Co., Limited

192 SPADINA AVENUE :: TORONTO, ONTARIO

Makers of the Best Tailored Garments for Men

What greater stimulus can we offer than rock-bottom Prices consistent with Highest Quality?

Our Garments are manufactured for Your Benefit, Your Customers and Our Own. Inspect them.

Progressive merchants are invited to inspect our garments and compare the VALUES we are offering.

Our

READY - TO - WEAR

Garments for

MEN and YOUNG MEN

are perfection as near as expert tailoring and years of experience can produce them.

FIT, the greatest point in all Ready Tailored Clothes, has been deeply considered from all angles. The Sleeves are not tight, do not drag—Collars and Lapels tailored with precision. The Canvas and Linings of highest quality.

EASE and COMFORT are apparent in all our garments from the first try-on.

Write and let us co-operate in your efforts to forge ahead.

THE PUNCHARD-BIRRELL CO.

549 KING STREET WEST TORONTO, ONT.

Inside Information

Good Tailoring with poor materials means WASTE of TIME, LABOR, MONEY; LOSS of PRESTIGE and PATRONAGE.

On the other hand if you use

Shoulder Pads and Canvas Fronts

Linen, Jute, Union Canvases and Cottons

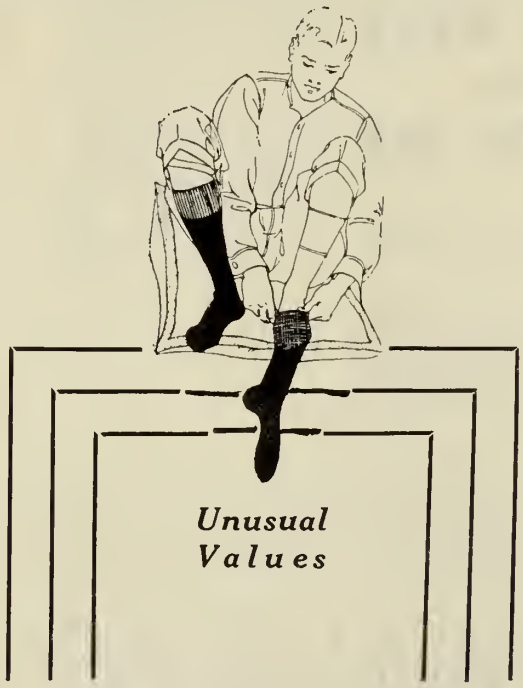
manufactured and handled by

The National Pad Co. of Montreal, Limited

you can be positive you are using the BEST interlinings, thus giving satisfaction to your customers and protecting your own interests.

If you are not already familiar with our work, give us a trial.

1620 Clarke St. - - Montreal, P.Q.



PURE TRADE *Hanson* MARK WOOL SOX

The Mark of Quality, Expert Finish and Lasting Wear

Merchants selling Hanson's Socks do so with the assurance that they are putting before their customers goods of the Very Highest Quality obtainable. They ARE Pure Wool, made to give long and satisfactory service.

Sort up your stock, and send an order NOW; by delaying you may be losing business.

GEORGE E. HANSON

HULL, P.Q. **Established 1878**

For Camping, Sport and Dress

"MADE - IN - CANADA"

These Belts are produced entirely in our own Canadian Factory by Canadian workers. In handling "ESCUR" Belts you are saving money for yourself and for the Country, and keeping workers employed. ONLY leather grown and tanned in CANADA is used in "ESCUR" Belts. Materials used are one QUALITY only—THE HIGHEST.

"ESCUR" Quality Belts

This Belt illustrated (No. 909), guaranteed hand - boarded cowhide bridle strap. Suede finish, monogram or initial buckle. Retails at $1.00. Handsome profit to you.

No. 924 as illustrated, is genuine hand-boarded CALFSKIN, suede lined with either tongue, monogram or initial buckle. Can be sold profitably for $1.50.

CALFSKIN BELTS

Regardless of your present stock you cannot afford to be without this Belt. You have a selection from 150 different designs, with a large variety of buckles. See the range and judge the amount of business obtainable from such an attraction.

SELL "MADE-in-CANADA" Belts. The Great Outdoor and Social Season now at hand, affords the Enterprising Merchant his opportunity to reap a quick return for his outlay. See our salesmen or visit our Showrooms. Our prices, stock and service are designed as money-makers for you. Send a trial order, and we are sure that you will follow up with a larger one.

E. & S. CURRIE, LIMITED
TORONTO

"A Penny Saved
Is a Penny Earned"
Save the pennies—that's what our
CUT, MAKE and TRIM
service does for you.
You furnish the cloth and let our staff of expert tailors show you what truly creditable Men's and Young Men's Suits and Overcoats they can make.
The smartness of the cut, the perfect finish and the unremitting care given to every detail are sound reasons why you should give our service a trial. Write for particulars.
BEECKEL-ROST CO.
285 NOTRE DAME ST. W. MONTREAL

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED

The manufacturer who makes **Overalls and Work Clothes** of Stifel Indigo Cloth, and the dealer who sells Overalls and Work Clothes of Stifel Indigo Cloth will find Stifel Indigo Cloth's more than seventy-five years reputation, and Stifel Indigo Cloth's advertising big factors in making sales.

Stifel Indigo Cloth positively will not fade, and the dots and patterns positively will not break in the print.

The Genuine Stifel Indigo has this trademark stamped on the back of the cloth. Garments sold by dealers everywhere. We are makers of the cloth only.

STIFEL REGISTERED

J. L. STIFEL & SONS, Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK	260 Church St.	BALTIMORE	123 Market Place
PHILADELPHIA	1033 Chestnut St.	ST. LOUIS	604 Star Bldg.
BOSTON	31 Bedford St.	ST. PAUL	238 Endicott Bldg.
CHICAGO	223 W. Jackson Blvd.	TORONTO	14 Manchester Bldg.
SAN FRANCISCO	Postal Telegraph bldg.	WINNIPEG	400 Hammond Bldg.
ST. JOSEPH, MO	Saxton Bank Bldg	MONTREAL	508 Read Bldg.
VANCOUVER	506 Mercantile Bldg.		

Write for Samples of Royal Prints — for stylish House and Street Frocks

MONARCH-KNIT

SWEATERS

HOSIERY

YARNS

For Summer Selling

It will pay you to feature—

Monarch-Knit

Bathing Suits

A very wide range of nobby styles in stock for both sexes and all ages. Each one smartly stylish and perfect-fitting—the styles that will sell quickly and please every customer.

Monarch-Knit Coats

Sweater coats for summer wear are becoming an increasingly important feature of the trade. The Coat here illustrated is one of the most popular in our range. It has a strong appeal to men, especially those who are going camping or who are preparing for the season at summer cottages, because it is just the thing for the cool summer evenings. The style shown here is our M.391—a real man's coat, close-knit, shape-keeping, neat appearance, but entirely free from "fussiness." Nearly all men like this style. Order some of these for immediate delivery.

Monarch-Knit Hosiery

Sort up your hosiery stock with Monarch-Knit. Our silk and mercerized lines have the style, fit and value you are looking for. To make your ordering easy, we have prepared a new hosiery catalog—the first exclusive hosiery catalog ever produced by a Canadian manufacturer. Write for a copy.

The Monarch Knitting Co., Limited

Head Office: Dunnville, Ont.

Factories: Dunnville, St. Catharines and St. Thomas, Ont.

FOUNTAIN BRAND

When in the market for threads for any purpose, bear in mind that the best is the most economical.

"FOUNTAIN BRAND"

PURE IRISH LINEN THREADS

Manufactured by

Island Spinning Co., Limited

Lisburn, Ireland

have stood the test of years and established a reputation for being "second to none" for evenness, strength and durability.

"Fountain Brand" Threads are adapted to meet every need. Manufacturers and makers up of Leather and Textile Goods and others find in our lines the utmost in thread satisfaction.

SOLE AGENTS FOR CANADA

Walter Williams & Co., Limited

MONTREAL 508 Read Building | QUEBEC 533 St. Valier St. | VANCOUVER 217 Crown Building | TORONTO 20 Wellington St. W.

Don't Trouble

to make enquiries if you are satisfied that you have reached the maximum of business that you can possibly do, but

If you desire to increase your turnover

write for Illustrated Catalogue of our ARTISTIC DISPLAY FITTINGS and FIXTURES, specially designed to assist in attracting customers into your store and enhancing the value of the merchandise displayed on

DALE'S—WAX FIGURES,
BUST FORMS,
COUNTER STANDS,
RACKS,
BRACKETS.
SHOW CASES,
WINDOW STANDS,
ETC., ETC., ETC.

Dale Wax Figure Co.

LIMITED

86 YORK STREET, TORONTO

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Block, Winnipeg.

Deacon Shirts

FOR STYLE
WEAR AND COMFORT

We Manufacture
STARCHED SHIRTS
WORKING AND OUTING SHIRTS
FLANNELS, ALL SHADES
TWEEDS, SATEENS
DRILLS, OXFORDS
FLANNELETTES
BOYS' WAISTS

The Deacon Shirt Co.
Belleville Ontario

12 to 19

KANTKRACK

Trade Mark Registered

12½ to 18½

The amount of business done by Merchants who are after this line is astonishing. Our ever-increasing volume of business is a proof of the popularity of KANTKRACK Collars. THEY *ARE* positively the most satisfactory composition collar on the market, the combination of its special features render it FOREMOST as a Reliable Seller.

Every Collar guaranteed through the Dealer.

One Grade Only and That the Best.

KANTKRACK, *the perfect linenlike collar*

Parsons & Parsons Canadian Company

Established in U.S.A. 1879

Makers of the

Famous KANTKRACK *Composition Collar*

HAMILTON, CANADA

Established in Canada 1907

Intending New Customers

are invited to inspect our Garments and be convinced that the VALUES we are offering in OXFORD BRAND Clothing, in Quality of Materials and Linings, Expert Workmanship and Finish and CORRECT STYLES, are incomparable at the Prices.

See our range of READY to WEAR SUITS for MEN and BOYS for FALL and Immediate trade, and judge these exceptional values. Perfection Clothes at rock-bottom figures. If our Travellers have missed you send us word and we will have one call.

Always a large stock of styles in Worsteds and Serges, Blues, Greys and Browns ready for immediate delivery. Let us co-operate with you.

Oxford Clothing Co.

Limited

King Street and Spadina Avenue, Toronto

EMPIRE WATERPROOFS

For Real Protection!

A complete line priced to meet prevailing conditions has been prepared for Immediate and Fall.

Our travellers are now showing samples.

Empire Waterproof Clothing Company

863 St. Lawrence Blvd.

Montreal

J

Selling Hats

The New Way System displays four times as many hats as any other method—yet brings each in reach of the salesman.

Let us demonstrate the system to you.

Jones Bros. & Co., Limited

29-31 Adelaide St. West

TORONTO

Make Friends of the Mothers of the Men of To-morrow!

Fashion Boy's CLOTHING

With Silk Lined Caps to match, will help the mother please her boy

This line of boys' clothing featuring a silk-lined cap to match, each suit introduces an entirely new principle in boys' outfitting which will make a big success in your boys' department.

Use this leader to bring women into your store and keep them coming.

Write us for samples and astounding quotations.

Fashion Boy's Clothing Company

149 Notre Dame W., Montreal

Originators of the BOY'S Suit with Silk Lined Cap to match

Summer's Here—

—but is your stock of Summer Sport and Negligee Shirts complete?

There's everything you need in the

HERCULES

line for getting the Shirt Trade in your town.

They're made right—full bodied, comfortable, durable—and priced to bring you buyers.

Every merchant who caters to the popular demand should stock up for the summer business that HERCULES SPORT SHIRTS inevitably bring.

The Hercules Garment Co., Limited

Head Office:—Montreal

Factories:—MONTREAL and LOUISEVILLE, P.Q.

Campbell's Clothing

Quality

For Fall 1921

READY MADE

Our salesmen are now showing our new Fall ranges.

Please give particular consideration to our

Young Men's Models

some of which have been accepted as standard styles by the International Designers' Association and the Fashion Book Publishers.

The Campbell Manufacturing Co. LIMITED

Montreal

Tailored to Measure
and
Already Tailored

MERCHANTS:

The interests of your clients are best served by value or money refunded. We offer only the Highest Grade of Garments that cannot but please the most critical dresser.

Write for our Co-operation Plan and Agency Proposition.

Clothes that always look new

Due to Quality of Materials, Expert Tailoring and Perfect Finish.

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

21 Dundas Street East
Toronto, Ontario

MEN'S WEAR REVIEW

Issued on the first of each month

Published by

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Vol. XI JUNE, 1921 No. 6

PROFIT is not the only, perhaps not the main, consideration of business to-day. It is necessary to business but the place which it occupies in the plans of the retailer may be retarding the wheels of industry. If he is holding out for a margin of profit inconsistent with the keen competition of the time, or if he is still failing to mark his merchandise on the basis of replacement value, he is not meeting consumer resistance to high prices in the way it should be met. That being the case, his shelves are not being emptied of their goods as quickly as they might be, with the result that manufacturing is considerably restricted and unemployment follows.

The retailer is performing a national duty in selling all the goods he can. It is the quantity of goods that counts in the industrial situation and reacts in favor of more employment. The more merchandise disposed of, the narrower the margin of profit may become without serious consequences. The greater the turnover of actual goods, the more employment for those who are jobless. No retailer should take the stand that his case is different and that he can, in his isolated position, afford to retain high-priced merchandise or a big margin of profit. Every man who does that is holding up industry and it reacts upon himself in the general business condition of the country. It is a national duty knocking at the door of every retailer in the country to dispose of goods as quickly as possible, consistent with financial security only.

FALL PRICES

TO the retailer who is not holding out for a too wide margin of profit, Fall prices in clothing afford a splendid opportunity for some educational work through newspaper advertising and through window displays. A department store in Toronto recently devoted one of its windows to educational work of this kind and to show the increased value of the dollar to the consumer. A large show card in the window pointed out that a year ago it took $22.00 to buy one hundred pounds of sugar. Now, the same $22.00 will buy 100 pounds of granulated sugar, 24 pounds of flour, 14 pounds of cornmeal, 14 pounds of rolled oats, 1 bag of potatoes, 5 pounds onions, 8 pounds carrots, 6 pounds rice, 2 pounds butter, 2 pounds tea, 2 pounds coffee, 2 pounds cheese, 2 dozen eggs, 2 tins peas, 2 tins corn, 4 tins tomatoes, 1 pail plum jam, a pail of marmalade, 1 pound tin shortening, 2 pounds prunes and 10 cakes of soap.

There is in this an idea for the retail clothier. Take, for instance, one hundred dollars. The opening prices in clothing for Fall, 1920, would not have given the consumer a great deal for one hundred dollars. Prices for Fall, 1921, will give a good deal more for that; in fact, a man could get a pretty fair outfit for one hundred dollars with prices for Fall as they will probably be. It would make an interesting and instructive window display. One section of the window, showing Fall prices, 1920, would have a figure of a man with little more on him than a suit of clothes for one hundred dollars. In another section of the window, the figure of the man would be pretty well, if not altogether, clothed for that amount of money. Live advertising could accompany such a window display. If any of the men's wear dealers try the plan out, we believe it will show good results.

Carrying this idea a little further, it might form the basis of newspaper or letter head advertising. If the window display were arranged, pictures of it might be taken, a cut made for newspaper advertising and another one to use in letter heads. It would be an arresting bit of advertising matter.

ANOTHER GAIN

THE Retail Merchants' Association of Canada has made another gain in the judgment recently handed down with regard to a merchant tailor being a manufacturer as was claimed under the budget of 1920. For over a year it has been a disputed point as to whether a merchant tailor was a manufacturer or not. The government held that it was necessary for the merchant tailor to collect from his customer a two per cent. tax; in other words, he was a manufacturer. If the suit of clothes was over $60 he had to collect another 15 per cent.

The recent judgment handed down and referred to in this issue is to the effect that the merchant tailor need no longer pay this tax. The Retail Merchants' Association advised some months ago that merchant tailors discontinue the payment of this tax as the matter was before the courts and they were practically certain that the judgment would be in favor of the merchant tailor. Such is now the case. The wonder is that such a gross inconsistency was continued for so long a time.

AVOIDING SALES

GENERALLY speaking, the trade up to this time has kept away from the sales which broke out a year ago when the Spring season was at its very height. This would lead to the conclusion that merchants must have their stocks in fairly good shape or that they feel it will be difficult to force purchasing on the part of the public and that they see no object to be served in sacrificing good merchandise. It would be unfortunate to have to go through another sales period such as that through which the trade went a year ago. The whole tendency of such would be to again unsettle the public mind with regard to retail prices of clothing and other men's wear lines. Except for isolated cases, we believe these prices are now as low as is warranted by productive costs and the cost of raw materials. Merchandising along regular lines would seem to be as good a stabilizer at this time as any other.

Stock Records that Help Business

Montreal Haberdasher Originates Systems That Act as Guide to Successful Merchandising—Sales From Window Display And Advertising Should Be Recorded.

RECORDS have become a vitally important factor in modern merchandising. They enable the retailer to keep a closer watch upon his incomings and his outgoings, to estimate at a glance just what results develop from any given line of advertising or window display, or in general help him to go after business with better results. Any records that will aid the men's wear dealer in keeping an account of all data appertaining to his customers or his business in general will prove immensely valuable to him in promoting sales, provided the records are maintained consistently and with reglarity.

In tabulating the data gathered by the haberdasher, it is necessary that some system for recording and filing should be worked out by the retailer himself, in order that it may be available in the most convenient form. The very first step, therefore, in compiling any such records is to provide a suitable form to meet the general requirements of the business. This form should be large enough and so ruled and printed as to accommodate the entry of all information that will prove of help to him in attaining a greater degree of efficiency and effectiveness.

William Singer, a Montreal haberdasher, has originated a system of stock records and other methods of lessening labor which bears out admirably the foregoing remarks. In a large loose-leaf book he maintains an ideally systematic record of the goods received, sold, etc., each separate page being devoted to one distinct line of merchandise. The leaves of this book are 17 x 14 inches and are ruled on one side only. They provide for the entry of all the information and data relative to each distinct line of goods under separate columns. Triple divisions are ruled for the entry of "Goods Received" and "Goods Sold," the latter heading requiring a double amount of space as will be readily understood. In the lower left hand corner of the sheet is a portion set apart for "Recapitulations," ruled off for every month of the year into 16 columns or sizes, etc., according to the merchandise recorded, and including three columns for recording "Total Sales," "On Hand 1st Month and Received," and "Balance on Hand." Marginal headings are annotated under "Selling Price," "Cost Price," "Article" and "Folio." Each individual line of merchandise, such as shirts, gloves, hose, underwear, etc., will be listed upon its own page, and by carefully entering the number of daily sales of any size, under its own appointed column, the retailer can ascertain at a glance just how the stock stands as a whole.

The shirt window which sold a record breaking number of garments. Black and white is the dominant note. Shown by the William Singer Store, 36 St. Catherine St. West, Montreal.

Going still further in the quest of efficiency, the retailer, according to Wm. Singer, should also maintain a strict record of sales resulting from window displays or advertising by means of a small notebook in which the date, type of display and copy of advertisement are entered. Immediately the event in question is closed, the entry should be made, so that in time this little record can be used as a statistic bureau to ascertain the exact results to be expected from many given style of advertising or display. This method has been worked by William Singer with excellent success, and has completely eliminated the experimental phase from his business, his records having been unfailingly entered daily during the past eleven years.

A scrap book or file for the store's advertising is another interesting hobby with this Montreal man, and is kept handy to his desk for ready reference. Each lay-out has a particular charm for him, and he recounts with infectious enthusiasm the results which each kind of copy has brought. In fact, according to William Singer, retailing without records is like sailing without a rudder, or travelling without a compass—you simply cannot get along without them if you want to get anywhere.

H. E. Burbridge, who for ten and a half years has been chief of the Hudson Bay stores in Canada, has resigned his position. The volume of business done by this company has been multiplied several times since Mr. Burbridge assumed the management. When the Hudson Bay Company decided to separate the departments of fur, land and stores in Canada, the directors in London acquired the expert services of Mr. Burbridge to organize their chain of stores, which were then fifteen in number, stretching from Fort William to Victoria. Many of these were trading posts which had developed into small general stores. The new stores commissioner transferred these small enterprises into a chain of modern progressive department stores and has added several new ones.

A firm believer in profit-sharing by employees, not only by those holding executive or buying positions, but by clerks as well, Mr. Burbridge has extended this scheme to give clerks an interest in their sales. This was inaugurated throughout the company's service with most satisfactory results.

Arranging a Merchandising Program

Planning the Store's Activities For Five Months Ahead—On a Buyer's Market Gives Opportunity to Pick Up Good Specials to be Offered at Tempting Prices With a Profit—Value to Advertising and Display

"THE old idea of a sale was to clean out odd ends and lines of your stock. During such a sale you expected to lose a good deal of money. Moreover, during this sale people would be constantly asking for something you didn't have and my idea is that a merchant should make every effort to have everything that the customer wants.

"The new idea of a sale, particularly on a buyer's market, is to go out and buy specials in whatever line you may want them and run them, not under the name of a sale—that word has been worked to death—but as a 'special,' or an 'event,' or whatever name you may choose. In that way you have something of real value to offer the public, and if you keep your stock in the proper shape and follow from one end of the year to the other a wise buying policy there are not many fag ends to your stock that necessitate a big sale of left overs. In this kind of sale, moreover, there is a good profit to be had, for you can buy real bargains to-day and offer then to the public at prices that equal pre-war prices."

Merchandising Program

So spoke the head of a progressive store to Men's Wear Review recently. A close student of the trend of business, he was among the first to take his losses last Fall and get his stock in good shape for the coming months that were bound to be fraught with a good deal of uncertainty. But he did not expect to lie down and let business drift into his store as it would. He is not made of that kind of timber. If Mohamet does not go to the mountain he believes in taking the mountain to Mohamet. In other words, he knew that the day of getting business without any great effort was past, so he decided that more aggressive methods of getting business were necessary. He knew, as many a retailer is finding out today, that when people were about to start out on a shopping expedition, they were going to "look around" to see where the best value could be had, for it is good value at a low price that the consumer is after to-day. Slow deliveries and part shipments of orders were no longer a bogey; he could get what he wanted when he wanted it.

On the first of February, therefore, he called together his staff and arranged a merchandising program for the coming five months. The activities of each week were carefully outlined, having in view that good specials could be picked up here and there, offered to the public at a tempting price, and with a fair margin of profit. This principle of arranging a merchandising program can be easily worked out in any man's store. The same conditions prevail with regard to most lines. There is the same opportunity to pick up specials and make good profit out of them by offering them to the public at tempting prices.

A Week of "Events"

For instance, the 8th of May was Mothers' Day. This store referred to took cognizance of this day and featured throughout the store articles that were appropriate to the occasion. From the 9th to the 14th of the month special selling events took place, and the week closed up with a one-day event in which 99 cents was the feature price. In arranging this program each week had one day set aside for a special price to obtain throughout the whole store, like the 99-cent day referred to, though it was not always 99 cents.

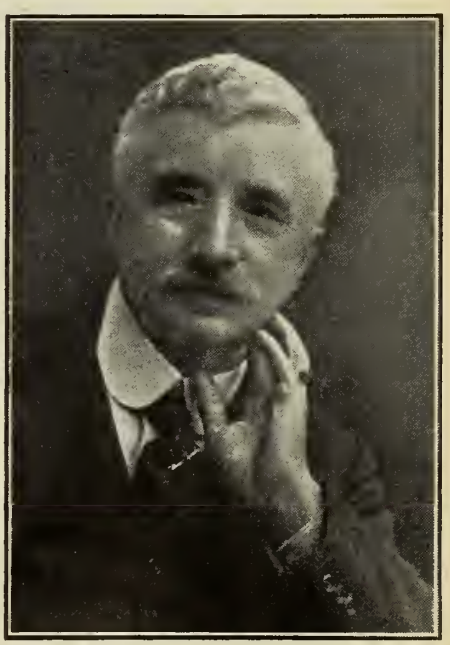
The Value to Buyers

The arranging of such a program has proven of great value to the buyer in this store, and for a very obvious reason. The head of one department in looking over his program knows, for instance, that during a week in June he will be running a special event in a certain line. He has weeks to look around for the merchandise for that particular event, looking into the question of value and price. By the time the event is staged he has been able to select the very best merchandise on the market for that one event and he knows he is offering the best price to the consumer, which is one of the big considerations at the present time. In talking over the program, the head of this firm said that this feature of it has been most valuable during the last two months and that it has enabled him to make a fair margin of profit on many of the special events that have been put on since the first of February. He showed the writer some of these specials and we can vouch for their quality and the margin of profit made.

Value to Advertising and Display

The arrangement of a program so long ahead is also invaluable to advertising and window displays. The advertising man feels that he has a new weapon in his hand in being able to talk of new merchandise at tempting prices. There is something depressing to the advertising man to have to talk enthusiastically over odds and ends of various lines of merchandise. But when he has bright, new merchandise, just fresh from the wholesaler or the manufacturer, which is to be offered at a price that looks like 1913, it gives him new enthusiasm with which to take on his work. He can work the new idea with regard to sales to the very limit, pointing out that this merchandise is not shop-worn, but fresh; he can avoid the use of comparative figures which many advertising men believe to be harmful to business to-day.

The plan is of equal benefit to the window display man. He knows weeks ahead what the nature of many of his window displays will be, and what will have to be done in the way of interior display. Successful window displays, so say men engaged in this work, depend upon a thorough planning of the work. Here is the very chance he is looking for, and he proceeds to make the most out of it. By the time one of the events is to be staged, he has every little detail in connection with window dressing and interior display worked out.



Many Canadian merchants will hear with deep regret of the death of C. H. Britton, the well-known pioneer manufacturer in the Manchester cotton industry, which occurred on the 21st of April last. Mr. Britton was widely known to dry goods men all over the world and only last year celebrated his fiftieth anniversary in the cotton piece goods industry. His passing removes one of England's most successful and widely respected merchants, whose loss will be deplored by the trade in general.

The Value of the Trade Mark

Stands For the Sacredness and Reputation of a Name—Is a Guarantee to the Merchant From the Manufacturer—Law Protects the Trade Mark—The Law on Trade Marks.

Who steals my purse steals trash.
'Tis something, nothing; 'twas mine, 'tis his,
And has been slave to thousands.
But he that filches from me my good name
Robs me of that which not enriches him,
And makes me poor indeed.

—Shakespeare.

WHETHER or not it was the inspiration of Shakespeare's poetic conception of the sacredness and value of a name that prompted the first man to originate and, for his own protection, register a trade mark may be hard to determine. The fact remains, however, that the trade mark represents, in many cases, the labor and the final achievement of years on which a manufacturer or wholesaler is willing to accept the verdict of a critical public. The trade mark stands sponsor for a name; a name is a reputation, and if the reputation be gone the name is no more a thing on which reliance and faith may be placed. The trade mark is the guarantee of the firm so using it that it is prepared to stand behind that name through good and ill report, that any damaging charge made against that name will be defended in the courts of the land to the fullest extent. To tamper with the name is to tamper with something sacred, with something that represents the entire future of a business; for this reason many interesting cases have developed in the courts with regard to trade marks.

The Merchant and the Trade Mark

The trade mark to the merchant is his guarantee to the consumer that the merchandise which he sells bears the stamp of quality and carries with it the assurance of the manufacturer that it is what it is represented to be. According to history, many of the old-time merchants were noted for sharp dealing. Some of them bartered, cheated, and even swindled customers by substituting something which they claimed was just as good, but which in many cases was a very inferior article, until by advertising, the merchant and the public became familiar with trade marks and to know the quality and quantity for which they stood. When, therefore, a manufacturer through advertising educated the public to the value of his product, he had built up a name for himself which he transcribed into a trade mark. Not only the holder of the trade mark, but the distributor of his goods reaps the benefit of the trade mark. Through systematic advertising, it becomes so well known that it is impossible to deceive the ultimate consumer if he or she is looking for the trade mark on the goods being purchased. The use and the advertising of the trade mark, therefore, becomes an asset in the hands of the merchant in the sale of his merchandise, not alone because of the guarantee accompanying it but also because it is now considered that trade marks are the standard for good quality.

Protection of Trade Marks

The law takes a very stern view of the encroachment on an established trade mark. In cases where a name has been associated with a well known product for a great number of years and the merchant and public have become accustomed by advertising to associate the name with a certain article, the court will protect the use of the name and restrain by injunction any infringement of that right.

The real question which the court has to try in a case of alleged infringement of a trade mark is whether what the defendant has done is calculated to deceive or whether there is so much imitation that goods bearing the one mark may readily be mistaken for goods bearing the other and whether a more careful inspection than an ordinary purchaser would be likely to give is necessary to distinguish the mark and appearance of the former goods from those of the latter.

When an action is commenced having for its object the restraint of an alleged unfair competition in trade carried on by means of an employment by another of a trade mark identical or nearly identical with the plaintiff's there must be established in order for the action to be successful the existence of the trade mark, the plaintiff's right to exclusive use therein and the fact of an imitation and the absence of license or acquiescence on the part of the plaintiff.

Where it can be shown that a dealer has imitated an article in his store and offers it for sale as the genuine article, even though he has only made a single sale, that is sufficient ground for an injunction and the dealer will be restrained from making any further sales.

If the defendant uses a distinct and obvious trade mark on his goods which he is alleged to be passing off as the plaintiff's, and if he states plainly and in clear type that these goods are manufactured by himself, there is a very strong indication that the defendant has no intention of deceiving the public and it is doubtful in such a case if the court would restrain him.

When the defendant has not used the registered trade mark but something to be considered similar to it, the plaintiff has to satisfy the court that the use of this is calculated to deceive. But when the defendant has taken the material and essential part of the plaintiff's trade mark, the burden is upon the defendant then to disprove the probability of deception and not upon the plaintiff.

If the plaintiff cannot prove that the public are deceived or that there is a reasonable probability of deception, he has no right to interfere with the use of the name of others. All the court can do is to say that no trader can adopt a trade mark so resembling that of a rival that the ordinary purchasers purchasing with ordinary precaution will be misled.

Purchaser Must Not Be Misled

If a purchaser looking at an article offered to him would naturally be led from the mark impressed on it to suppose it to be the production of a rival manufacturer and would purchase it in that belief, then the court considers the use of such a mark to be fraudulent. In fact, it has been held that if the goods of a manufacturer have from the mark or device he has used become known in the market by a particular name, the adoption of a rival trader of any mark which will cause his goods to bear the same name in the market may be as much a violation of the right of that rival as an actual copy of the device itself.

THE REAL SALESMAN

By Caldwell Henderson

One who has a steady eye, a steady nerve, a steady tongue and steady habits.

One who understands men and who can make himself understood by men.

One who turns up with a smile, and still smiles if he is turned down.

One who strives to out-think the buyer rather than out-talk him.

One who is silent when he has nothing to say, and also when the buyer has something to say.

One who takes a firm interest in his firm's interest.

One who keeps his word, his temper, and his friends.

One who wins respect by being respectable and respectful.

One who can be courteous in the face of discourtesy.

One who has self-confidence, but does not show it.

One who is loved by his fellow men.

Hardly less interesting than the importance which is attached by various firms to their trade mark is the study of the trade marks themselves, which study usually gives a glimpse of the history of the firms so using them or of the universal demand of the product which is the output of the firm. Above we have reproduced about twenty trade marks, selected because of the different styles represented by them.

For instance, there is the trade mark showing the globe, indicating that the product is one that finds its way round all the earth. Then there is the trade mark showing the palate, which refers to the appetite of the person desiring the artistic in clothing. Again, there is a trade mark showing a signal familar to railroad men, which immediately arrests the attention. There is the trade mark originated from the animal, which carries the name of the animal into the quality of the product manufactured. Trade marks are sometimes designed out of an artistic arrangement of the initials of the name of the firm or of those men who constitute it. There are other trade marks, which contain a portion of two names combined. There is a trade mark which represents a photograph of an electric sign of the name of the company itself. There is the seal style of trade mark, containing the initials of the name of the firm; or the same seal style is sometimes used in connection with a house slogan. There are trade marks which refer to the character of the goods carried by the firm manufacturing them; while others are the signature of the original head of the first firm.

Retailers Not Manufacturers

Ruling From Ottawa Settles Point Long in Dispute.

Ottawa.—"The retailer is not a manufacturer in the general acceptance of the word." This decision is embodied in the judgment handed down in the Exchequer Court of Canada in the case of King v. Messrs. Pedrick & Palen, merchant tailors, this city.

The case was one in which the Crown sought to collect a two per cent. manufacturers' tax on all transactions effected by this firm since May 19, 1920. The defendants disputed the Crown's designation of their business as that of "manufacturers."

In giving his decision for the clothing firm, the Attorney-General rules that the word "manufacturer" must be taken in its commonly accepted meaning. "It would be doing a violence to the English language to hold for instance a humble seamstress or dressmaker, making a few dresses for consumers, to be a manufacturer. There is but one sane conclusion to be arrived at, if one is to be guided by common sense, and that is that the retailer is not a manufacturer in the general acceptance of the word."

Rupert Jeroy and Chester Moses, Ottawa, have opened a new men's wear store in Ottawa, at 127 Sparks Street, trading under the name of Rupert & Chester. Mr. Jeroy has been with G. L. Myles for three years, while his partner has been engaged in the lumber business in Carp, Ont.

Owing to the building strike in the Capital, the store was not ready as soon as expected, but the firm are now ready to get busy selling their own line of clothes, which they have named "Unique." This will be manufactured for them by a large concern and sold under direct guarantee of the new venture.

Irvine & Anderson have opened a new store in Red Door, Alberta. It is in the west Smith & Gaetz block.

Making His Store a Rendezvous for Travellers

Max Elkins, of Montreal, Shows That East and West Meet Despite the Poet—Keeping "in Touch" With Bell Boys and Elevator Lads is Good Advertising—Good Profits on Side Lines.

"FOR East is East and West is West, and never the twain shall meet," sang the poet once upon a time, but then he had never visited the unique haberdashery and clothing store managed and owned by Max Elkin, of Montreal, which has become the centre of gravitation for men passing through the busy metropolis of Canada on their way to the ends of the earth. The store might well be named the "Travellers' Club" on account of its character, but it has no such distinguishing title and makes little visible sign of its inward and original nature, as it is known only to that select coterie of knights of the grip, or tourists, globe-trotters or brawny-armed young harvesters who journey to and fro with unceasing regularity from sea to sea.

The travelling public is entirely responsible for the splendid volume of business which annually rolls in to the credit of Max Elkin, but had it not been for the almost prophetic foresight of this young haberdasher one of the most unique Canadian stores might not have come into existence. Some years ago Max Elkin lived within a stone's throw of two big Montreal railway stations and the many hotels which cluster about them, and he could not but be struck with the fact that there existed a great need for a high class store in that particular neighborhood, which would offset the numberless pawnshops and cafes. The wish was father to the thought and in 1908 the present store was opened.

Everything From Head to Foot

The great idea, according to Max Elkin, is that his store caters to the man who does not want to put up at a hotel. Hundreds of men, he says, have to put in a few hours between train times, and are unwilling to pay the exorbitant amount asked for a room in any reputable hostelry. He has, therefore, planned his store with this in mind, and not only does he successfully specialize in "Everything from head to foot," as his slogan goes, but he acts as a sort of pal or big brother to every weary traveller who cares to drop into his up-to-date store on Windsor Street. His store covers two floors, upon the lower of which is kept the clothing, headwear and haberdashery, and on the upper is located the footwear department and a wash room or dressingroom, where the grime that inevitably clings to one after a train journey may be removed and the attire spruced up. Behind the store there happens to be a nice yard, and so Max Elkin conceived the idea of fixing it up with benches, etc., and allowing his customers to use it as a rendez-vous for appointments or as an open air smoking room. That this scheme is appreciated needs no further comment; one has only to glance through the windows at the rear of the store to know what that yard means to the business. Only the man who has been in a train for days, and who is none too well blessed with superfluous cash, can describe the service rendered by the Elkin store. The opportunity of being able to wash up, have a change of linen, and a sympathetic handshake means everything to a great many men, who recall Max Elkin's memory with something suspiciously like gratitude in the deepest sense of the word. That it is generally necessary to make a purchase through some mishap in travelling is inevitable, but is not expected or mentioned by the proprietor, nor are his prices by any means as high as those asked in more exclusive shops up-town. As he says himself, he is there to help travellers in any way possible, and in spite of the fact that he offers far more than he receives in return, in most cases, he never considers himself imposed upon, nor permits any of his more boisterous customers to become a nuisance.

The Case of the Traveller

"Take the case of the average commercial traveller," he said, "he is apt to meet with mishaps from time to time, such as having his grip stolen or losing his hat out of the car window, or he may even arrive in Montreal minus pyjamas or a supply of clean collars owing to absence of mind on the part of friend wife in packing. In the case of a man whose grip has been stolen, it is essential to supply him with everything required, yet not to sell him more than is absolutely necessary. If you make the error of trying to push sales as in ordinary stores, you might as well quit the game. Travelling men don't want to be loaded up with stuff, nor are they attracted by bargains. They want a certain thing no matter what the price may be, and the whole idea is to give them what they want. If they ask for one shirt, it would be fatal to try to persuade them to take two."

The store calls for specialized salesmanship in more ways than one, and from his constant association with men of different countries, Mr. Elkin is enabled to suggest just those things which each type wants most. "For instance," he says, "when an Englishman walks into the store, apparently just off a liner or from the train en route to a homeward-bound steamer, he wants two things and he wants them quickly. They are fresh collars and towels. The average Englishman cannot bear to use the towels provided by the railways, etc., and no matter how hard up he may be, will call for a large rough bath towel, together with the type of collars to which he is accustomed, and then demands to be shown where he can wash up. When we can, we try to advise really smart, becoming styles to our customers, but it is pretty hard work to persuade an Englishman to adopt a decent fitting collar. He is so wedded to ungainly shapes and is so unconscious in his manner that one's efforts are generally wasted. Americans are quite different. They look for what is new, and are very keen on our woollen socks and ties. American women tourists also drop in frequently in Summer to pick up a souvenir, and I find that mementos of a practical sort are fast replacing the useless gimcrackery which used to be picked up by tourists. By putting my name on my high grade shirts and ties, the gift is in the nature of an imported novelty for the recipient, and it frequently happens that the purchasers send back for more in months to come."

His Advertising

Asked how it was that he came to be so well known to the travelling public, Max Elkin explained his methods of publicity. "It is no use whatever for me to advertise," he said, "I do not really want a residential trade, I exist solely and only for the convenience of guests at the neighboring hotels or transients. On the back of every bedroom door in all the leading hôtels in Montreal there is tacked a little card bearing my name and address and the simple phrase 'Everything from head to foot,' and as soon as the guest shuts his door he sees my name immediately. Then, I have taken pains to become 'solid' with all the bellboys and elevator men in the hotels, so that when they are asked where the nearest clothing store is they will take the trouble to mention my name. I make it worth their while, by allowing them a slight discount upon ordinary pur-

chases, and I do not forget them at Christmas, so that by a very harmless form of bribery I can count upon their good offices in so far as recommendation goes. It is my way of advertising really, and is a profitable outlay in the long run."

From May to October the Elkin store does a very large volume of business, as the racing season opens early and the usual army of racing men congregate about the stations and gradually drop into the store to meet friends. The Blue Bonnets and Dorval races attract thousands of such sportsmen, and during the Summer months the yard behind the store hangs out the S.R.O. sign pretty frequently. Later on in the Summer, another army of travelling men arrive, namely, the harvesters from Newfoundland, Nova Scotia and New Brunswick, who are bound in holiday spirits for the great West and the wheat fields.

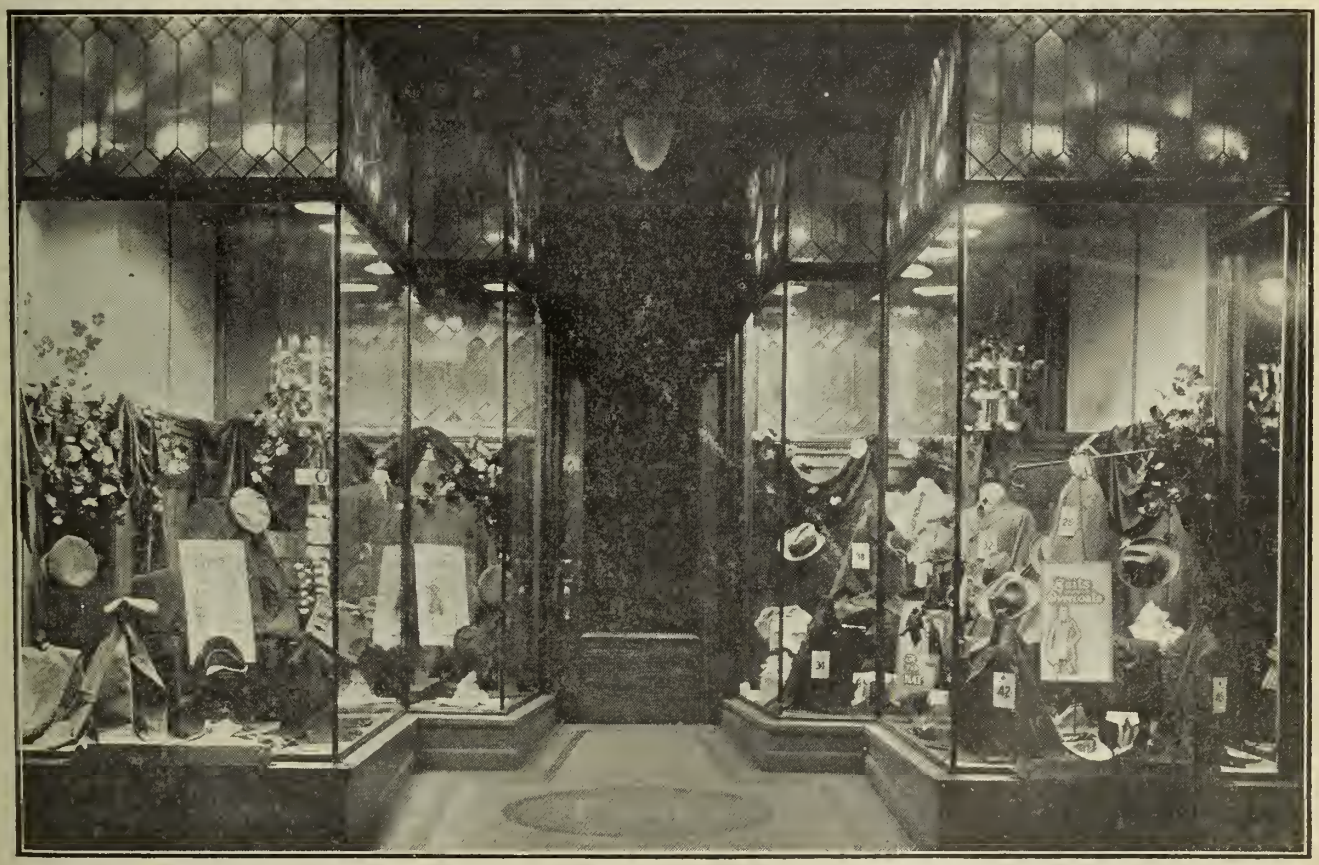
Selling Side Lines

Another profitable side line which is rather unusual in a men's store is the idea of selling umbrellas and rubbers for women as well as for men. This line is very popular, because so many women get off the trains to find either deep snow or pouring rain and they are thankful to avoid ruining their footwear and hats by purchasing the necessary coverings. A valet service is also maintained by the store, by which any man may have his clothes pressed and freshened up while he waits.

The Best Sales

Among the best sellers, according to the proprietor, are luggage and pyjamas. The former sells not only because a man has been unfortunate enough to lose his grip, but also because it is getting quite a habit to buy clean clothing and check a suitcase full of soiled clothes back home to be laundered. Pyjamas, apparently, are the main article of wearing apparel which is forgotten in packing, a very large number of men leaving home forgetful of the fact that they are going to sleep some time. Bathing stuff sells well in the Summer, but mostly in cheaper lines, owing to the prevalence of fresh water bathing in the vicinity of Montreal. Where salt water prevails, the bather requires a wool suit, but the cotton varieties answer the purpose perfectly well in the lakes and rivers of Quebec. Straw hats just now are the centre of attraction, and Mr. Elkin endeavors to keep his windows attractively dressed with all the newest shapes in straws from May first onwards to remind the traveller that he must freshen up and look his best from the head down. The unit system is preferred in dressing the two large windows, because each one can be rearranged so quickly. Mr. Elkin never permits an appearance of congestion in his displays, yet he cleverly manages to have a representative showing of his merchandise, so that purchasers may receive suggestions from the occasional models shown.

"The secret of my success," concluded Mr. Elkin modestly, "is to try to serve my customers in the little things, as well, if not better than if they were buying the most expensive items of merchandise. If we can show them by careful painstaking salesmanship that we are as interested in their purchase of a twenty-five cent collar as in the suit that they order, they will come back, and that is all we ask. They may not return for months, but they do not forget, and if we have served them well they will recommend us to their travelling friends constantly. I do not think we have ever lost a customer yet."



After fifteen years of retailing in Kitchener, Thornton & Douglas have opened a new store at 20 West King Street, a picture of which is shown above. The floors and waiscott ng of the windows are of golden oak. The men's and boys' hat department is to the right of the main entrance, while the furnishings are to the left. Directly beyond the hat department on the right is the office and at the rear, where there is an abundance of light from two handsome rear windows, is the men's and bous' clothing department. The store throughout is carefully planned and designed, having in view the best posible service to the customer and is a distinct addition to the general business of Kitchener.

In opening their new store, Thornton & Douglas did a good deal of newspaper advertising of a distinctly creditable character. Not only was a picture of their new store shown, but there were also pictures of the manager, H. A. Wettlaufer, the heads of the departments, E. J. Fisher and H. F. Glasser, and the members of the sales force. These pictures accompanied a general description of the store and a history of the business extending over the past fifteen years.

Conservative Buying Policy in Fall Clothing; Outlook Seen by Retailer and Manufacturer

Unemployment and Low Prices of Farm Products Big Factors in Situation—About 30 Per Cent. of Usual Requirements Placed to Date—Retailers Will Buy More Frequently—Popular Prices in Suits and Overcoats.

TO quote from the lines of a popular song, "Watch Your Step," is to be the big sign post on the retailer's road for Fall so far as clothing is concerned. This conclusion is reached after many conversations with retailers of clothing and from a questionnaire sent out some days ago asking buyers what percentage of requirements usually placed at this time of the year had already been placed by them. We also asked them about conditions in their respective localities and the bearing which they believed they would have on Fall trade in comparison with conditions of a year ago. The conversations and the replies to this questionnaire received all point to a Fall season in which the greatest care is to be exercised with regard to a buying policy and the greatest aggressiveness possible with regard to a selling policy. Business is not yet back to normal and the retailer is uncertain as to when it will be. The industrial situation has not readjusted itself as quickly as was thought some months ago and there is still a good deal of unemployment. This factor is the outstanding one in large centres of population and in some of the smaller ones, where the business of the retailer is largely dependent upon industrial workers. On the other hand, the price of farm products is still going down and is affecting the purchasing power of the farmer. This factor is the outstanding one in rural communities, where the business of the retailer is largely dependent upon the farming community.

It is these two conditions that are uppermost in the retailer's mind when he looks ahead to Fall business and its prospects.

Quantities Bought

At the time Men's Wear Review sent the questionnaire to retailers asking them what percentage of their requirements usually placed at this time of the year they had now placed, we sent a similar one to manufacturers, asking them what percentage of business for Fall usually placed at this time of the year was now placed. The replies from the retailers and from the manufacturers are substantially the same when the average is taken. From retailers we learn that commitments for Fall in comparison with a year ago range all the way from zero to 60 per cent.; while the manufacturers report from about 20 per cent. to 50 per cent. The average in both cases is somewhere between 30 and 35 per cent. There are a number of cases where retailers have placed only 10 per cent. of their usual requirements, but the greater number are 25, 30, 33, and even as high as 60 per cent. of the usual.

Will Buy Oftener

There is one other thing that should be taken into account with this summary, however, and in our questionnaire we took this into consideration. One of our questions was with regard to the number of times the retailer would buy during the Fall season. "Do you expect to buy smaller quantities and more frequently for Fall than usual?" was our question. Without exception the answer was in the affirmative from all sections of the country. This leads to the observation that, whether the four-season buying plan is adopted officially or not, it is actually in practice and will be for some months to come. It is to be a from-hand-to-mouth season, so far as buying is concerned, and there are not a few manufacturers who say that, in the long run, this will be the best for the trade. There is no doubt but that this policy will add to the difficulties of the manufacturer. But the retailer feels that, more than ever, he has to keep step with consumer demand, and, in turn, he is in the position of being forced to make the manufacturer do the same thing. The big grain of comfort which the manufacturer has this year is that there are not to be cancellations like last year and that shipments, in whole or in part, will be returned to him. There is one thing that should be pointed out with regard to bookings to date in comparison with those of a year ago, a point brought to light by a number of manufacturers. That is, that travellers have not been sent out as early as last year and have not covered the same amount of territory as they had covered a year ago at this time.

The Outlook For Fall

The retailers to whom we have talked and from whom we have heard do not feel that the outlook for Fall business is quite as good as a year ago, although some of them point out that there are things to be taken into consideration that are quite in favor of a good Fall season. They point out the two factors above referred to as bearing on Fall business, namely, unemployment and lower priced farm products. "With lower prices for Fall products and the prospects of factories not running full time," says one correspondent, "the outlook is not too promising, although trade is keeping up well to date." And then he goes on to make a timely observation with regard to keeping business up. "This season has taught us one thing," he says, "and that is you cannot do business in the same way as in any past season. One has to adopt new schemes and different methods to meet conditions and to keep sales up. We have adopted a post card scheme, outlining one special, which we send direct to the customer, and we have found that they bring most satisfactory results." Still another correspondent refers to a condition which has been mentioned to Men's Wear Review by a number of manufacturers as one of the hopeful signs of Fall business. "The evidence about me is," says this man, "that men have been wearing their suits, overcoats, underwear, etc., threadbare and that this factor is the most evident basis for calculating the Fall trousseau." This fact is mentioned in connection with the necessity for buying winter weights in all lines of men's wear. But this correspondent also goes on to point out to the unemployment situation, which, he says, causes some apprehension.

"In my opinion," says one manufacturer, "the year 1921 is undoubtedly going to be a very short one in business. It is impossible that we could recover anything approaching normal conditions for at least another year. Unemployment has caused a great decrease in the purchasing capacity of the consuming public. This is not decreasing and undoubtedly will increase before next Winter is over. Buyers are purchasing a minimum in advance which they can see actual requirements for and it is just possible there will be serious advances in the prices of all commodities as the stocks will be so depleted, all classes of buyers will be in the market at once."

Popular Prices For Fall

One of the questions asked of retailers was their opinion of the popular prices in suits and overcoats for Fall. In only one case is the price given as high as $50, and in most cases it is well below that figure. The average of the replies received indicates that the popular price in suits will be between $35 and $40, and in overcoats between $30 and $35. In some cases the low figure of $20 is given for both suit and overcoat. The replies, of course, vary according to the locality.

Among those from whom replies were received were: R. H. & J. Dowler, Ltd., London; Begg & Co., Hamilton; George Naylor & Co., Ingersoll; Ed. Mack, Ltd., Toronto; Hunter Bros., Barrie; Livingston's, Ltd., Kingston; Beaumont & Johnson, Ottawa; E. R. Fisher, Ottawa; Hersee Bros., Woodstock; Dundas & Flavelle, Lindsay; MacLaren & Co., St. Catharines; Ernie White, Chatham; Robt. Craig, Brockville; Charles Austin Co., Ltd., Chatham.

Four Cardinal Points in Salesmanship; Ottawa Clerks Aim to Improve Efficiency

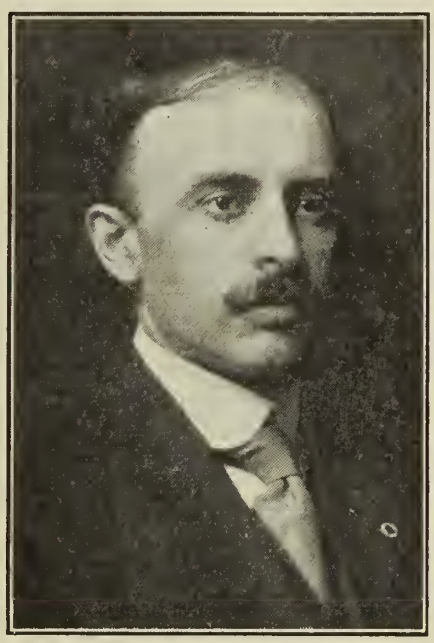
Vice-president Richards Addresses the Association on Important Question — Attention and Interest of Customer and Desire to Possess—Many Valuable Hints Thrown Out.

THE retail clerks of the city of Ottawa are holding a series of meetings at which talks on salesmanship are being featured. It is their belief that effective salesmanship is largely the key to the present situation; moreover, they believe that employers are willing to fully recompense them for superior salesmanship. At a recent meeting of their association, which is a branch of the International Protective Asssociation, Vice-president J. Emile Richard gave the following address which will be of interest to every salesperson:—

"As you all know," said Mr. Richard, "one of the purposes of this association is to provide a means of increasing efficiency among retail clerks; and, therefore, when a clerk joins us, it signifies that we get a new fellow-member who has a desire to take advantage of these opportunities. I have the intention tonight to show these new members, that the association is not receiving them under false pretences.

"I wish to point out a few reasons why we need to increase our efficiency every day. Many of us are more or less experienced, according to the number of years spent at the service of the customers; yet, we all have to agree that there is always something new to learn from every sale we make or lose; we all have to agree that there are things we must say or do in some cases, which we must omit or differentiate at some other occasions. Still, there are invariable rules, which we must follow in each case, to effect a sale. If we have no knowledge of these rules, we cannot really be efficient to pilot the big 'salesman'sship' towards and land at the port at which we aim. There are indifferent clerks who are satisfied to paddle tiny canoes any old way all their life, and get poor pay for doing it; but there are many more real salespersons, who are gradually acquiring the ability of piloting big steamers into 'Port Success,' and get increasing pay for doing it; there's the difference, and that's why we find it profitable to study and increase our efficiency as salespersons. Let me remind you of the statement a prominent businessman recently made in this hall, which was that: 'No employer hesitates in paying high wages to clerks who are showing a desire to get ahead and increase their efficiency,' and we all have to agree that this is no false statement.

"We all have to agree, that there is no other profession requiring more tact, talent, ingenuity, knowledge, etc., including an insight into human nature,



J. EMILE RICHARDS,
Vice-president of the Ottawa Retail Clerks' Association, whose address on Salesmanship to the Retail Clerks of the Capital appears on this page.

than salesmanship. The less experienced clerks must realize that they need genuine perseverance in improving their efficiency. With perseverance, any ambitious salesperson can succeed in arriving at a fair degree of perfection, providing they acquire proper knowledge and make use of it.

"But if we wish to succeed in doing that, we must not let indifference grow in the garden of our individual ambition. No store employee can pose as a person knowing it all, and sneer at the truth that, to attain successs, a man or woman must always cultivate a desire to observe and learn from self-experiences and those of others. It is to deceive one's self and nobody else, to sneer at that fact.

"Now each member of this asssociation has had experiences differing from those of his or her fellow-clerks, and I'd like to remind you that, while keeping an open mind to welcome the ideas of others, this member is expected to unselfishly relate what he has observed, for the benefit and help of his fellow-members. By such an exchange of experiences and ideas, we shall continue to improve our efficiency as salespeople; and time will soon come, when our organization will morally be known as 'The Salespeople's Improvement Association.'

"Some time ago, our devoted president kindly requested me to address this meeting, on a topic of salesmanship. I accepted with pleasure to try, and now, being through with my remarks, I beg of you to allow me a few more minutes of your kind attention. I have prepared an unpretentious stunt to give you a better illustration of the different elements of making a sale, and how they work together. I trust that this little stunt will be beneficial to every one of us, whether we are experienced or just beginners in the art of selling goods."

Mr. Richard then explained that he would use four pans of sizes to fit into each other and bearing the inscription of each division of a sale. In each pan he would drop a few cards representing the different elements required in each case. Then when all the cards were used and explained, he would fit the pans together, to illustrate the close of the sale.

But before performing this, he thought well to remind the meeting, that there were two foremost necessities to succeed in effecting a sale. They were: First, an ambitious salesperson. Without ambition, anyway, a clerk could never become a successsful salesperson. Second: The salesperson's personality. Here, Mr. Richard ably described alertness, affability, foresight, knowledge, cool-mindedness and self-control, as few of the main attributes of personality, which invariably were contributing to help a salesperson to attract the confidence of a buyer.

"Now," resumed Mr. Richard, "the natural divisions of each sale comprise four different stages or conditions; they are:

1—The Attention of the customer.

2—The Interest on the part of the customer.

3—The Desire created to possess the goods.

4—The full Conviction of the customer, and the closing of the sale.

"These four conditions must gradually follow each other by the rules of logic; we cannot get Interest without, at first, securing Attention; any more than I can fit this large pan, representing Attention into this smaller one, representing Interest, and so on. If we fail to secure Attention properly, we can usually expect the customer simply to say: 'I'm just looking around, thank you.' When a clerk doesn't know enough to prevent a customer from evading that way, it is time he should study how to secure Attention.

"Again, each of these four conditions

(Continued on page 40)

Obtaining Good Results From "Specials"

Austin's, of Chatham, Use Arresting Words in Advertising and Get $3,000 Worth of Business on Two Events—Overcome Difficulty of Impassable Roads.

CHARLES AUSTIN CO., LTD., of Chatham, are convinced that this is a very good year to supplement their aggressive newspaper advertising campaign with direct-by-mail advertising. It gives expression to a personal appeal, which, they believe, will bring better results this year than, perhaps, any year for some time back. Quite recently they have sent out numerous letters from the respective departments in their store to a large mailing list which they have built up during the years they have been in business. And they are getting results from this type of advertising, results that are very encouraging and are going a long way toward keeping up the turnover. The policy of the store is not to cut down their advertising appropriation, rather to increase it, but the increase is going into personal, direct-mail advertising and not into newspaper space. And in conjunction with their advertising they are, through a system of bonusing, encouraging the members of the sales' staff to give the very best service they can behind the counters.

Two Big Days

How Austins got two big days out of this type of advertising is worth noting, two big days for their clothing department. The reproduction of two post cards that were sent to a mailing list of two thousand will be seen on this same page. There is a good deal of originality in the catchy wording of these cards. George Gray, the head of the clothing department, believes that direct mail advertising carries with it the necessity of catchy headings that first attraact and then hold the attention of the reader. These two post cards have carried out Mr. Gray's idea to a nicety and the results obtained from them justify his arrangement. "Good morning. How're your pants," is certainly an arresting heading and one cannot imagine that, having read that much, one would stop before the whole post card was read.

Weekly Events

It will be seen by examining these cards that one followed the other in a week's time. Austins follow the practice of holding a weekly event in their clothing or men's wear department. When Mr. Gray inaugurated this weekly event, it was thought, perhaps, that it would be impossible to maintain the interest in the men's wear department for every week at the year. He stated to Men's Wear Review, however, that the plan had been successful and it has now been run for a number of years. As a matter of fact some one of the departments runs a special every day of the week during which the actual cost of the article is lost sight of by the firm and an effort made to give a real special. In the majority of instances, comparative figures are not used in running these specials; the firm believes that the avoidance of them is preferable.

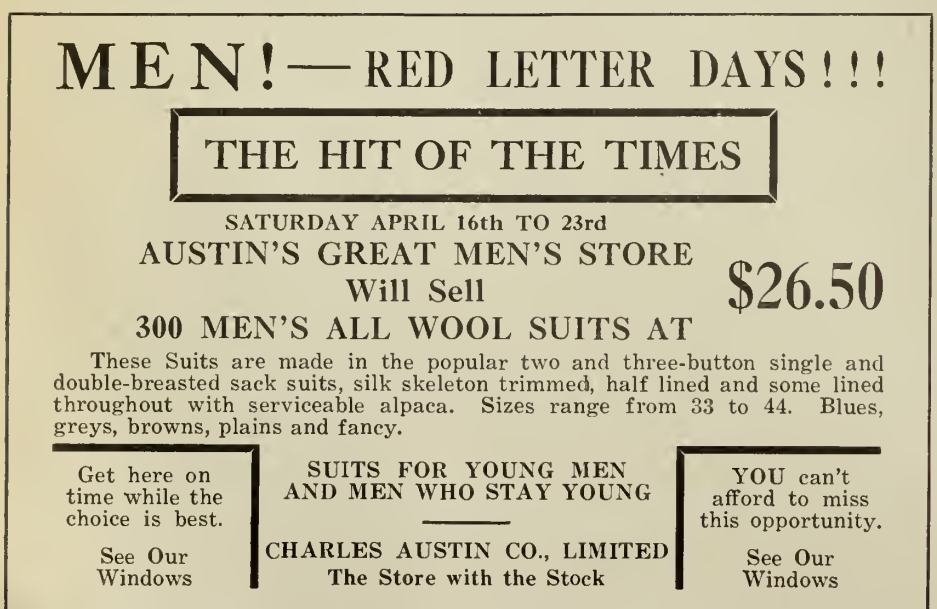
A Good Try-Out

The annual trouser sale of Austins proved to be a good test of the value of direct-mail advertising. There were two things that proved its value. One was the weather and the other that this direct-mail advertising constituted the great bulk of the advertising done for the sale. Anyone who has been in that section of Ontario in the Spring of the year knows what country roads are like. There are few roads that are worse and residents in Chatham and vicinity are all strong for any government that will improve the roads. They are well-nigh impassable at times and the retail trade suffers to a considerable extent during this season of the year when country-folk are unable to get into the city.

In spite of this fact, hundreds of people responded to the little post card from Austins and risked a good deal to get into the city on the 9th of April when the annual trouser sale was in full swing. Mr. Gray stated to Men's Wear Review that the roads had seldom been worse but their familiarity with their clientele told them that many had come in that day. The post card which cost them $20.00 to get out (they sent only 2,000) brought them a $1,000 a day in pants alone, not counting what would automatically come to the other departments in the store. It convinced the head of the de-

Continued on page 37

Good Morning! How're Your Pants???
ANNUAL TROUSER SALE
April 9 and following days
There'll be BIG DOINGS at AUSTIN'S Saturday next. 2,000 pairs of trousers will be sold at exceptionally low prices. They're high grade Imported and Domestic materials and are the best values seen in many years. Type trousers for tall, short or stout men. This is such an outstanding offer for men that we need mention but three of the special lines:
TWEED TROUSERS $1.98
WORSTED TROUSERS $3.50
SPECIAL TROUSERS $5.00
Stock up now. Join us in this Big Trouser-Up Event.
See Our Windows
CHARLES AUSTIN CO., LIMITED
The Store with the Stock
Trousers at $6.50 to $10.50


MEN!—RED LETTER DAYS!!!
THE HIT OF THE TIMES
SATURDAY APRIL 16th TO 23rd
AUSTIN'S GREAT MEN'S STORE
Will Sell
$26.50
300 MEN'S ALL WOOL SUITS AT
These Suits are made in the popular two and three-button single and double-breasted sack suits, silk skeleton trimmed, half lined and some lined throughout with serviceable alpaca. Sizes range from 33 to 44. Blues, greys, browns, plains and fancy.
Get here on time while the choice is best.
See Our Windows
SUITS FOR YOUNG MEN AND MEN WHO STAY YOUNG
CHARLES AUSTIN CO., LIMITED
The Store with the Stock
YOU can't afford to miss this opportunity.
See Our Windows

Suggestions for Show-Cards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

YOU MAY TAKE IT FOR GRANTED THAT THE MAKE, STYLE AND QUALITY OF THESE GARMENTS ARE GOOD.

HOSE IN WHICH YOU CAN PLACE YOUR CONFIDENCE AS WELL AS YOUR FEET.

THE SUSTAINED LEADERSHIP OF THESE CLOTHES IS A GUARANTEE.

STYLE'S LATEST IDEAS PORTRAYED IN THESE MODELS.

THE LATEST FEATURE IN STRAW HATS.

EACH ONE OF THESE MODELS IS A CREATION.

NECKWEAR NOVELTIES FOR THE HOT DAYS.

AN ADVANCE SHOWING OF THE NEW PALM BEACH CLOTHES.

WE NOT ONLY TALK QUALITY BUT SELL QUALITY.

UNDERWEAR THAT MEANS SOLID COMFORT IN HOT DAYS.

BOYS' APPAREL FOR PLAY DAYS.

SPORTING SUGGESTIONS IN THE LATEST TOGGERY.

THE QUALITY GOES IN THIS HOSIERY BEFORE THE NAME GOES ON.

THE PRICE IS LOWER BUT THE QUALITY IS THE SAME.

OUTING TROUSERS FOR SPORTS WEAR.

WONDERFUL VALUES IN POPULAR PRICED SHIRTS.

DISTINCTIVENESS AND PERFECT TASTE ARE COMBINED IN THESE SHIRTS.

WE CONCENTRATE ON SERVICE TO OUR CUSTOMERS.

ONE OF THE SMARTEST NECKWEAR CREATIONS.

A HAND-PICKED ASSORTMENT OF QUALITY SHIRTS.

STRAW HATS THAT RIVET ATTENTION AND GIVE SERVICE.

THIS TRADE MARK IS A LABEL OF SATISFACTORY SERVICE.

THE IDEAL STRAW HAT FOR THE KIDDIES.

PANAMAS TAILORED AND TRIMMED TO ENSURE DEPENDABILITY.

BOYS' WASH SUITS AT POPULAR PRICES.

THE SEASON'S BEST SELLER IN NECKWEAR.

BUY NOW—THE QUALITY CAN'T BE BETTER AND THE PRICE IS RIGHT.

A FINE BOYISH HAT—LIGHT, COMFORTABLE AND FULL OF STYLE.

NEW STYLES IN SOFT COLLARS.

THESE MODELS WIN PRESTIGE AND CONFIDENCE.

THE NEW PALM BEACH FOR TROPICAL WEATHER.

NECKWEAR NOVELTIES THAT ARE ALL THE RAGE.

Place of the Publicity Manager

Address by the Advertising Manager of Dupuis Freres, Montreal—Value of Weekly Conferences—Supplementing National Advertising—Newspaper the Best Medium.

H. G. VAILLANT, advertising manager for Dupuis Freres, Montreal, recently gave an address to the French speaking section of the Montreal Publicity Association on the part an advertising man for a department store should play for the good of his firm.

"The advertising man's duty is not solely to determine the space each department should be allowed in the daily papers, but to take charge of the store's publicity work in all its forms," Mr. Vaillant told the association. "It is to create customers who will swell the patronage of the store and increase the volume of business done.

"The publicity manager must remember that it is more advantageous to realize on all lines of merchandise before the end of a season than to hold them over to sell at a loss during the corresponding season in the following year.

"He should know at just what times of the year a certain section should have greater prominence than others. The store's policy should preclude any tendency to push the sale of goods which happen to be more abundant than usual, but it should endeavor always to offer to the public exactly those things which the public would naturally want or need. Therefore, the publicity man must ask himself every week, 'What does the public need this week?' And, furthermore, he should ask himself such a question at least two or three weeks in advance, in order that he may be sure that the various departments concerned have had the foresight to stock up in the lines required.

Weekly Conferences

"Weekly conferences, which are in force in most stores between the different heads of departments are a tremendous help to the advertising man on account of the various problems discussed and the exchange of viewpoints brought up.

"The advertising department is the interpreter of the feelings and the policies of a commercial house in regard to the public. The store may have the finest merchandise, together with the best sales clerks ever assembled, yet success will not follow, nor will the number of sales and the general volume of business increase if its policies are not faithfully represented to the public through the medium of the publicity department, the one real and vital point of contact between store and customer.

"The advertising department should, therefore, keep its customers in touch with market conditions for the reason that the great majority of our women pass much of their existence between the four walls of their homes, and would certainly be interested in such brief items of market news as can be included in the body of an advertisement, such for instance, as the statement that cotton has dropped five or ten cents within the last three months, or that some other item has risen owing to certain conditions.

Character of Manager

"The advertising manager should be a man of adaptable character, since he has to do business with all types of buyers and must apply himself to be on the best of terms with each and all, in order that there may be perfect harmony between everybody in the store's personnel. The advertising manager, likewise, must follow closely all current events through the medium of the daily press and the various financial and trade journals as well as by close attention to the trend of affairs in his own store no less than in those of local competitors. Fashions in certain types of merchandise should be perfectly familiar to him according to the principle already mentioned that the store must only offer that merchandise that the public naturally desires.

"Besides all this, he must not neglect to keep himself posted from day to day regarding the offerings advertised by his competitors, by following their copy, examining and comparing their prices.

Preparing Copy

"In preparing advertisements especially for the daily press there are certain points to remember: certain characteristic traits of the store must be featured without having a tendency towards monotonous repetition, cuts which are up to the minute in fashion and descriptive accuracy should be used. It is advisable to have an understanding with the newspapers by virtue of which the advertisement may always appear, not only on the same page every day, but in the same place on the page, for it is well known that the advertisement performs the same act as the proverbial drop of water that falls constantly upon the same spot.

"One of the daily tasks of the advertising man should be to supervise the window displays, the interior decoration of the store and the attractive arrangement of merchandise in the different departments. Besides attending to the actual advertising, the publicity man must insist that all other departments co-ordinate and collaborate with his own efforts in a manner at once national, intelligent and logical. Above all things, the merchandise advertised must be as attractively displayed as possible, so that each display may be the literal crowning of the whole effort. But even when all these details have been carried out with scrupulous attention the publicity manager's duties do not cease here.

Truthful Statements

"There is one point upon which it is well to insist, especially in connection with department store advertising, and that is truthful statements. The advertising man cannot too strongly impress upon his associates the short but all comprehensive motto of the Associated Advertising Clubs of the World, namely, 'Truth.' Under no consideration must he permit any false or exaggerated assertion to enter into his advertising.

"In every well managed advertising department there should be kept a list of customers with their addresses, and every person who has made a purchase of any importance which has to be sent to their home naturally should be placed upon this list. Every month it is advisable to look over this list and check it up lest any names should fail to reappear within a due lapse of time, and in the case of the latter condition some form of personal letter should be mailed to the customers in question, showing them that their custom was appreciated and desired. This rarely fails to please the average person, and naturally causes him to recall his past purchases and the reasons for having discontinued his patronage.

Supplement National Advertising

"It also happens that our leading manufacturers frequently carry on advertising campaigns in the press in order the better to make known their products. If the department store happens to be carrying the line thus advertised, I believe it is distinctly advantageous to all concerned that it should second these campaigns by reference within its own advertising to the product thus nationally featured.

"The advertising manager must keep strict account of the financial side of his department and must also be on his guard against the army of advertising solicitors who daily besiege him. The latter class includes both newspaper solicitors and amateur performance programme committees. To one and all he must show the utmost patience and tact.

Where to Place Advertising

"This leads me to ask where the department store should advertise to best advantage? The greater part of the advertising expense should be placed naturally with the daily papers, because a progressive store should have, nearly every day, new items of interest to announce to the public.

Continued on page 40

"The Customer is Always Right"

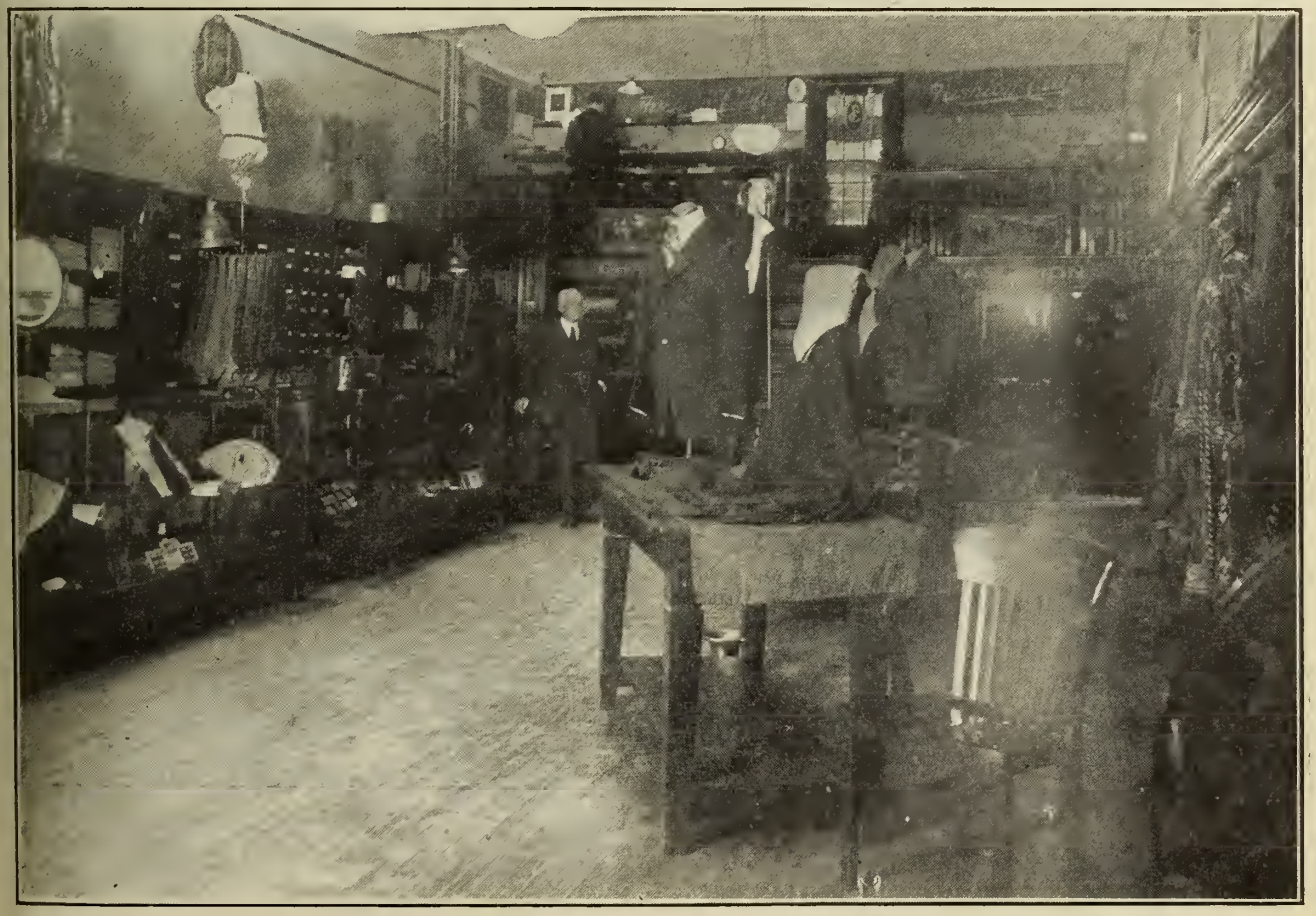
Operating on This Principle, Charles Dion, of Three Rivers, Has Built Up a Good Business —Catering to All Classes—Introducing City Ideas—Profits on Sports Clothing.

IN any great industrial centre where enormous factories and mills employ many thousands of employees there must exist the requisite element of retail trade to retain the money earned within the limits of the district. In such a city as Three Rivers, Quebec, there is a threefold mission for the men's wear dealer to perform. He must adapt himself to the needs of a wealthy and discriminating intellectual class, to the requirements of the less exacting but value-seeking rural element, and, most of all, to the army of industrial workers who keep the wheels of commerce turning in the numerous large cotton, pulp and paper mills, locomotive and lumbering interests, glove and shoe factories, etc. The greater part of his potential buying public is composed of men, most of whom receive good wages, even at the present time. The threatened cut of 30 per cent. in wages seems to be regarded but lightly by the local unions, and prospects for the coming year are said to be brighter than ever.

Catering to All Classes

Any merchandising institution which thrives in Three Rivers must, it goes without saying, cater quite energetically to each and all classes, especially the last named, although catering to mechanics and clerks nowadays is in most particulars just like catering to any other class. It is not by any means merely a matter of overalls, mackinaws, work shirts and canvas gloves. There is, consequently, no one store in Three Rivers which sets out exclusively to capture the working end of such trade, all being inclined to favor the idea of stocking something of everything, and doing away with any hard and fast line of class demarcation.

Charles Dion is the proprietor of an old-established men's shop on Notre Dame Street, the business "heart" of the town. It occupies a fine modern building 25 by 50 feet and carries an imposing window display with a double frontage which is always attractively dressed. In discussing conditions in such a locality as Three Rivers, the manager of the store, A. Mongeau, explained that the city retailer who decides to locate in a small town has an uphill job ahead of him. In his particular case he had to overcome the deep-rooted and long-established antipathy to innovations which prejudiced the greater part of local enterprise when he first settled in the town. For example, such a thing as keeping the store windows cleaned in Winter was considered an absurdity, and from November to April most of the glass fronts of the main streets were more or less impenetrable by reason of the admixture of dust, frost and other accumulations. The example set by Mr. Mongeau in regularly cleaning and polishing his windows was speedily followed when the advantages of such additional effort became apparent, as was also his plan of keeping the store lighted up at night so that pedestrians might study the window displays, which form of dissipation became extremely popular in a short time with the young men about town. Other improvements in window displays, newspaper advertising and equipment were also carried out with the one idea of educating the customers up to a proper appreciation of of what was good rather than endeavoring to feature those selling ideas which



Interior view of Men's Store of Charles Dion, Three Rivers, Quebec

possessed nothing more than catchiness for their recommendation.

Giving It the City Air

"A great many of our customers are well-to-do professional men or officials who have recently moved here from Montreal and elsewhere in the interests of their business, and it could not be expected that the ordinary general store methods would have any appeal to them," explained Mr. Mongeau to a staff member of Men's Wear Review. "We had to begin with the atmosphere and build up our business according to the standards of a high-class city shop, endeavoring to keep only fine merchandise and see to it that perfect satisfaction accompanied each sale."

Customer Always Right

"It is our policy to believe that the customer is always right," he continued, "and we place as much importance upon 'word of mouth' advertising as upon almost any other kind of publicity. Every customer has a connection and can do more for the retailer than any amount of circulars or printed matter. It's the man who is tickled over the smart new heather socks he bought on his way down town to the office who is going to display them more effectively than the plaster model in the window, and his confidential 'pretty good value for $1, eh, what?' to his partner is better than the most artistic price tag ever designed."

Sport Clothing

The Dion store features the smartest of men's clothing, especially a wide variety of sports clothing for the coming season, and models of different sorts are prominently displayed in the windows and upon small display tables in the store itself. The fittings are all of mahogany including the mezzanine balcony at the rear, and heavy green silk curtains are employed in place of the conventional glass in front of the wall cases. The important point about merchandising in the average small town which is situated fairly near to a large metropolitan centre is the competition from this source which inevitably occurs. There is a silver lining to this frequently depressing cloud, according to Mr. Mongeau, who believes that the small town retailer has a real opportunity in solving the problem. He explained it this way: "It is well known that the average professional man is the worst paid of any today, and yet he is expected to maintain a wardrobe suitable for any and all occasions, right up to the minute in style, on a salary of next to nothing compared with what the machinist is getting. If the small city retailer can convince this man that he is in a position to cater more reasonably to requirements than is the city store, and can back his claims with convincing proof, the situation is saved for all time. I can do this, since I am the sole local agent for a famous nationally advertised brand of men's clothing which I can handle, together with all kinds of furnishings, at less cost to the consumer on account of cheaper overhead expense, and I am able to offer just the same clothing which is on sale in the big cities. That is the solution of the problem of appealing successfully to the man of moderate means who must nevertheless present a good appearance."

When money was plentiful a fe years back, the best was none too go for even the workingman, explained t manager, and it was a common occ rence to have a lumberman come in the store and look over the neckties $4.50 and ask, "Is this the best you ha got?" That was the customer's at tude while he had the money, but n all that is changed, and the query "Have you nothing cheaper than that So the haberdasher and clothier t year must pick and choose his stock wi infinite care, bearing in mind his in vidual customers and endeavoring select designs and colors appropriate their needs at the lowest possible pri

According to the firm of Chas. Di & Co., the best way is to keep going t the low prices, the worst difficulties l ing well over.

Bartlett's Clothes Shop of Ingersll recently conducted a sale of socks, s ing seven pairs for a dollar.

Irving's, Ltd., Ottawa, are now loca at 156 Rideau Street, upstairs. Tly handle clothing for men and women, d announce that they have purchased e entire stock of the Gabias Manufact ing Company, of St. John's, and ll offer it for sale in Ottawa at gr t reductions from original prices.

Above is a very attractive display by Oak Hall, Toronto, which is associated with race week at the Woodbine. The horse shoe in the centre with the picture of the horse acted as the central attraction of the entire window and drew many hundreds of people to it. The merchandise in the window is, of course, suitable merchandise for the race meet and the colors used are in harmony with the race track.

The Markets at a Glance

Placings on Fall Lines Indicate a Year of From Hand-to-Mouth Buying — Percentage of Clothing Placings by Retailers Considerably Below a Year Ago—Cancellations Not Looked For—Activity in Other Lines.

THERE has been a noticeable improvement in some lines of the men's wear trade during the last few weeks. Clothing men have been out with their Fall lines and are getting, on the whole, fairly good results. Hat men, especially, state that their trade has shown a decided improvement within the last two or three weeks, both in the sorting and placing busines. Their line was one of the first to be hit and it may be one of the first to get back to a normal condition. The manufacturing and the wholesale trade are casting eyes toward Fall and its prospects for business as indicated by the orders that have been placed in the various lines of men's wear and their conclusions at this time are rather uncertain. Judged by the orders they have actually received in comparison with those of a year ago for the Fall season of 1920, they might be inclined at first view to think the Fall season of 1921 did not hold a great deal in store for them. But they are, wisely, taking other things into consideration. While orders placed a year ago were considerably heavier than at the present time, the cancellations were extremely heavy and a fair proportion of what looked to be good business was wiped out completely. They are not looking for this this Fall because the retailer is buying very conservatively, is making this known to the various wholesalers and manufacturers, and, moreover, by the action of the retailer, he knows that the sorting business for Fall will be much better than it was a year ago. Whether or not the four-season buying plan is to be adopted officially, the fact remains that it is actually an accomplished fact in price. Retailers will buy, during the coming year, perhaps much oftener than our times. It will be a "from-hand-to-mouth" year.

Clothing

Travellers have been out on the road now for some weeks with their samples of Fall clothing, the actual time varying in many cases. Some have been out for only a week. Judging from reports which have come to MEN'S WEAR REVIEW, the placings have ranged from 25 to 50 and 60 per cent. of the placings at this time of the year in 1920. Reports that have come to us from the retail trade indicate that the percentages of placings for Fall clothing in comparison with a year ago range from zero to 60 and 70 per cent. There are some parts of the country in which stocks are still fairly heavy and, here and there, we hear a complaint from manufacturers that some retailers have not taken their just share of losses and, therefore, business is restricted because people will not buy. Reports vary, again, as to trade in different centres. One manufacturer told us that he was getting little or nothing from the West. He stated that retailers could get business out there if they would give a line of credit, but that they were not disposed to do this until there was something more certain about the Fall crops. The very next man said that they were getting good business from the West, and that the first week out with their travellers had been a highly successful one. Other houses have secured good Western business.

Prices are very tempting and the Fall business presents a good opportunity to the retailer to show the consumer how prices have dropped since a year ago. There are lines of suitings and overcoatings that will, according to one retailer, sell at the same price to the public as was paid last year by the retailer to the manufacturer, with still a fair margin of profit to be made.

Hats and Caps

There has been quite an improvement in the hat trade during the last few weeks. Canadian manufacturers report that fairly good orders have already been placed for Fall and that sorting trade is good. These orders, however, are not nearly so large as a year ago. Imported lines are also selling well. Velours are being taken up fairly well for the Fall trade, together with some of the rough creations. Small shapes are still strong for the Fall trade. Pearl greys are selling well and shades of brown meet with considerable favor throughout the trade. There has been a ripple of demand for a brown stiff hat within the last few weeks. Manufacturers and wholesalers are expecting a good sorting trade in straws, providing the weather is suitable.

Underwear

Travellers who have been on the road with lines of Fall underwear state that it is the highest grade materials that are finding the readiest sale. One manufacturers' agent stated that he was having no difficulty in keeping mills busy that produce the very finest lines. Ladies' and children's underwear has sold much better than the men's lines, according to this agent, who believes that stocks are pretty well down, but that the retailer is not going to buy until there is a demand for the winter lines. Fall placings have been numerous, but very conservative.

Hosiery

The demand of the trade is for fancy silk hosiery. One agent stated that this was due to the fact that the silk could be had as cheaply to-day as the lisle. The movement in the woolen lines is slower. It is interesting to note the change in prices of lines of silk hosiery from a year ago. One large wholesale house stated to MEN'S WEAR REVIEW that their highest line a year ago was $27 a dozen. To-day, the same line is selling for $12 and this figure was reached just a few weeks ago, when a drop was made from $15 to $12 a dozen. Fall placings, up to the present time, have been very light.

Other Lines

Business in neckwear lines is very quiet. For a short time there was a brisk demand from the trade for the narrow shapes and what business there is now is largely along these lines. Some of the factories are closed down for the time being. It seems to be a time when novelties would be a good thing, but one manufacturer remarked that a novelty in these days was a drug on the market.

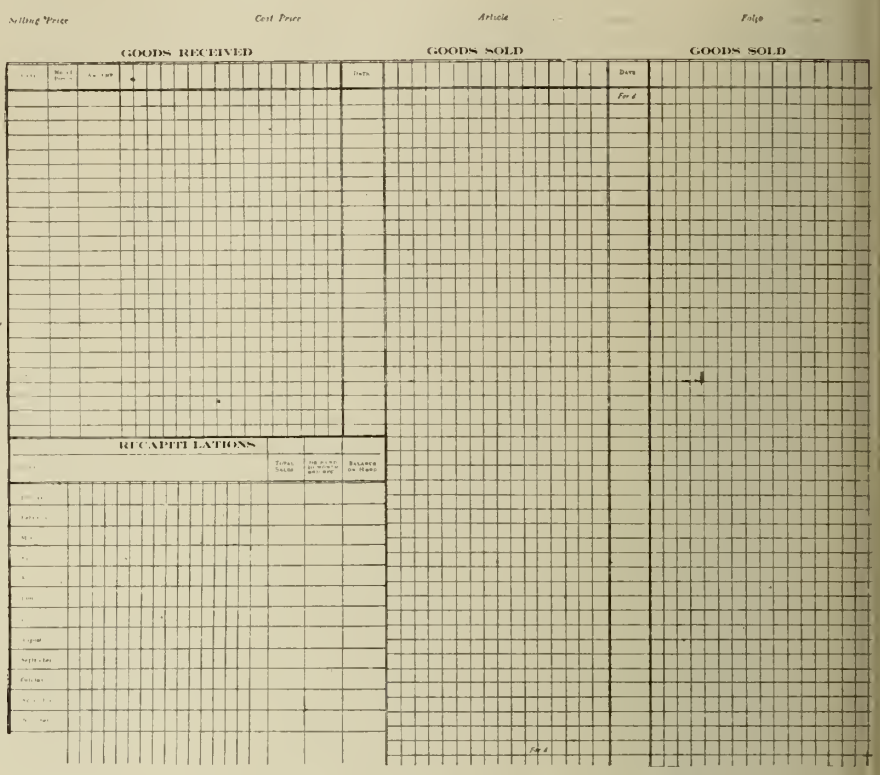
Manufacturers report that low collars are still in good demand in both the laundered and the soft. Shirts in the lower-priced lines are fairly brisk, but the higher-priced are moving less quickly.

Enthusiasm, Belief in Oneself and True-Steel Honesty—Lucky Three in Good Merchandising

William Singer, of Montreal, Has Received Commendation of Noted Efficiency Expert on Methods—Advertises on Sports Page and in Sporty Language—Specializes on Shirt Events.

NO LESS an authority than Frank Stockdale, the well-known efficiency expert, has commended the merchandising methods of a well-known Montreal haberdasher, William Singer, of St. Catherine Street West, as being typical of the systematic business methods which he so consistently upholds in his enlightening magazine articles. Such praise is tangible proof of the success which has characterized Mr. Singer's career, and when it is explained that these methods were entirely devised and originated by the latter in the short period of ten years of business experience, it is a matter of more than usual interest to be let into the secret of "how it's done."

The ethics of business are Mr. Singer's favorite pastime, yet in discussing the pros and cons connected with retailing men's wear, he makes little or no reference to the one vital, outstanding characteristic of his own business, the one which counts above all others in the ultimate test—personality. Enthusiasm, belief in oneself and steel-true honesty cannot be beaten as the "lucky three" in the game of successful merchandising, but these alone have to be further strengthened by the additional support that experience, method and thoroughness impart. Thus, somewhat crudely expressed, one has the situation in a nutshell in regard to the Singer store, the latter qualities one can cultivate, but it is all to the good if nature has endowed one with the first-named.



Stock record sheet used by Wm. Singer, of Montreal.

The first introduction to the Singer store may be made by perusing the Montreal newspapers, both French and English, wherein, if one be a sportsman and turns naturally to the sporting page first of all, he will be faced by a good-sized square of pungent, catchy advertising, more than usually arresting in interest, and worded in just the right way to appeal to the young chap who keeps posted on the "ponies" or Babe Ruth's latest stunt. Friday night is the night if you want to read live advertising with that racy touch and snap that ensure big Saturday sales, for William Singer believes that the smartly dressed young man is as keen on new tips in clothes as in sports, and the two just naturally go hand in hand. The secret of successful advertising with William Singer, is unusual wording, slangy perhaps, but written especially on purpose to fit in with the atmosphere of the sporting page. A striking trade-mark especially designed for the store is used regularly and is a replica of the street sign overhanging the front entrance of the store. Underneath the trade mark is run the catchy little slogan, "Exclusive but not expensive." This phrase, however, has been copied so frequently of late that Mr. Singer is planning to feature a new one instead. Cleverly designed cuts are always used, most of which are monogramed with William Singer's initial, as a further individual touch which is popular with customers. The type of the copy is often printed in slanting style to the main body of the lay-out, an effect quite out of the ordinary. It works on the principle that the average reader will always see the misprints or the upside-down errors first, therefore why not do it accidentally on purpose? Leader advertising, about a stick in length, is another successful method he has used, but by far the best result came from an original idea tried out last December. This advertisement was in the form of a personal letter, with addressed envelope, photographed and reproduced in the newspaper, directed to Mr. Everyman—Montreal. The body of the letter referred to a forthcoming sale and was short and pithy but to the point. The results were astonishing and the advertisement elicited much complimentary reference in addition. Just such a catchy little advertisement also resulted in the sale of 103 new spring hats in one short afternoon, for the average hat buyer who had not given thought to the all-important question of where to buy, was struck by the suggestion, "Your first spring thought should be about a hat, and your second—about Singer."

The advertising furthermore does not treat of plain prosaic shirts or ties or hats, but invests ordinary merchandise with an atmosphere suggestive of the purpose or which it was designed or the wearer who ill display it. For instance, instead of tal ng about the new string ties, the Singer s re asks "Ties? How about our Narrer Fel s As usual—Singer's first." It may be as d does such advertising bring in really w th while results? To which Mr. Singer re es emphatically that it most certainly does.

His store happens to be located in a bustling, hustling section of St. Cathe Street, just between Bleury Street and St Lawrence Boulevard, just where all re intermingle in one turbulent whirlpo o commerce, and where stores for men fi l jostle one another all along both sides o street. It is not known exactly how m competitors there are in the few blocks w c comprise the district described, but unfortunately true that many have come gone, opened up and closed again, in h brief period of ten years since Wil Singer came and tried his luck among h rest. Just what is the connecting link e tween the store itself and the custo er, which has proved to be strong enou t sustain the business on an increasing s s from year to year, is an interesting ques n. One is inclined to think that the shrewdness of the proprietor is mostly accountable for it, for having risked the aforesaid m petition and adopted just the right no in

advertising, he went still further and made a profound study of the art of window display with a view to becoming a specialist in some line or other, both from the viewpoint of display and for value giving. To quote Mr. Singer, "The retailer must link up his window displays with his advertising, for the average customer will not enter your store until he is positive that you are going to sell him something of real value. If he is sufficiently interested in the merchandise advertised to go to your store, he naturally wants to know what the goods look like before he commits himself to a definite purchase. The retailer therefore must dress his windows with exceptional care, using the utmost art in display and featuring only those goods which will appeal along the line of the advertisement, remembering that the window should beckon the customer irresistibly within, or it fails dismally in its mission. Once within the doors, there must be the same co-ordination of atmosphere, coupled with an imperceptible suggestion. Suppose your sale or line of merchandise is on underwear, do not display all your stock right at the front door where the customer will 'stay put,' but rather feature it attractively towards the rear of the shop, so that he must pass the other displays before reaching the object of his interest. In this way every likely article of attire included in a haberdashery store must fall before his line of vision both going and coming, and unless he be a very obtuse individual or one who is in too much of a hurry to think of anything except business, the result is quite apt to be several sales which were unpremeditated upon the part of the customer in search of B.V.D's. for the summer."

If you ask William Singer what his specialty is or which branch of his business interests him most he will reply laconically, "shirts." Shirts of all kinds, grades and styles from the cheapest to the most expensive are sold in enormous quantities each year, so much so that the proprietor now finds it worth while to buy his shirtings and have the garments made to order with his own name upon them. He keeps constantly on the lookout for novel artistic fabrics which will make up into styles appealing to his particular clientele and Singer shirts sales are eagerly anticipated by men all over town. "Never under any circumstance should shirts be displayed in the window in piles, but arranged upon forms or in flat effect, singly, with the same scrupulous care that the particular man would exercise personally in his own attire. The shirts should be fitted with smart collars carefully chosen to accompany the garment in question and completed with a cravat harmonizing in every detail. In other words, each shirt displayed should be a perfect picture in itself, and any accessories used, such as hose, gloves or walking sticks should not obtrude upon the vision unduly."

The Singer store also specializes in periodical shirt sales of odd lines or discontinued ranges which are priced at ridiculously low figures, but every now and then there is a regular sale in which high-grade and medium merchandise are combined at a satisfactory price to everybody. Replying to a query regarding how he reduced slow moving lines quickly, Mr. Singer said, "There is only one thing to do, take the slow moving stuff entirely out of the way for a while and forget about it, and later on when the sales-clerks are no longer sick of the sight of it, bring it out and display it in a novel way and push it quick."

William Singer is never too busy to read several trade papers thoroughly as well as a leading New York newspaper, and prides himself upon keeping right up to the minute in current events in merchandising. "One can't afford to be behind the times nowadays," he declared, "and one cannot know too much about the selling game."

Referring to the arrangement of the goods displayed in the store, which is only some fifty by twenty feet in area, Mr. Singer emphasized the fact that he utilized every inch of space available and pointed out the quantities of neat rows of yellow boxes in which the reserves of shirts were stored away. Even up on the little mezzanine balcony, the same neat rows of hat-boxes, etc., prevail, so that even without a stock room, he manages to store away a large quantity of merchandise without the slightest trace of a congested appearance. His large glass show cases are dressed with the same extraordinary care which signalizes the windows outside and in no particular is the merchandise arranged in a haphazard fashion, but all, from the insignificant collar ssud to the sumptuous bathrobe, follow a definite plan or sequence, indicating that system and orderly arrangement are regarded as all important assets in the Singer store.

OBTAINING GOOD RESULTS

(Continued from page 30)

partment that direct-made advertising was a paying proposition.

On the following Saturday they began a special offering of 300 all wool suits at $26.50. It will be observed that in both of these cards comparative figures were not ysed. On the first day of the suit sale they took in over $1,800 in that department alone which was a pretty good showing after the one of the week previous.

INTO LARGER QUARTERS

Hoffman Ducoffe & Co., manufacturers of University Clothes, Montreal, took possession on the first of May of new and much larger premises in the new modern building known as the Dubrule Building on Phillips Square. Heretofore, their office and warehouse have been at one address and their factory at another.

A handsome window display, secured by Men's Wear Review, of F. G. Clayton Co., Inc., of Detroit. It was arranged by A. A. Hansen. Clayton's are featuring window display work more persistently than ever during the present period of industrial slackness in that city. They believe that their windows have a selling power greater than ever before because people, and men particularly, are shopping as never before. They are not content any more with going into the store and handing their money to the first salesman who waits on them. Therefore Clayton's are giving extra attention to window display work. Clayton's is a very high-class store and the display is quite in keeping with the reputation of the firm in that respect.

Timely Talks on Salesmanship

Proprietor and Sales Force Discuss Problems in Weekly Conferences — Expressions to be Avoided — Trying on Goods — Introducing Prices—Studying Merchandise.

IN these days when the thoughtful merchant is missing no opportunity to improve his service to his customers from the inside of the organization, studies in salesmanship and helpful points to those who stand behind the counter are useful and effective contributions to turnover. Some of the more aggressive stores are conducting classes in salesmanship, believing that the time devoted to it will be well spent and will show actual cash returns. One hears on every hand these days that salesmanship has to reach new high levels if the rate of turnover is to be maintained or increased during the period of intense competition through which we are passing and will continue to pass for some considerable time. That being the case, is it not the part of wisdom for proprietor and sales' force to get together once during the week to discuss little problems of salesmanship that arise from time to time? For instance, a customer may come in and the salesman serving him may find difficulty in approaching or overcoming his resistance. This customer's resistance may present a new angle to salesmanship which, when discussed with other salesmen, may lead to greater efficiency on the part of the whole sales force. We believe that much good can come from discussions on or lectures in salesmanship.

The following points on salesmanship were given by the head of a department in an address to the members of the sales force on this very subject.

Avoid such expressions as "Something?" or "Did you want to be waited on?" You may assume that the costomer wants something or she would not be in the store.

Suit your opening remarks to the type of customer confronting you. Say and do first what you think the customer will like best.

Let your speech have a tone of sincerity. Talk as if you believed what you said.

Be prompt in showing goods that the customer asks for. You should know your stock so well that you can immediately find anything mentioned.

Bring the goods to the customer if possible, instead of asking him or her to walk the length of the counter or of the department. Doing so cannot fail to impress the customer with your desire to be of service.

If possible, place the goods in the customer's hand, or, at least, within easy reach. People like service that saves them physical exertion.

By sizing up your customer try to determine preference in color, style, or quality and to show first what will suit best. What the customer looks at or picks up may give you a clue to what he is interested in. What he wears is an index of his likes.

A handsome display of new Spring styles in hats and caps by A. R. McMichael of Hamilton, Ontario.

Handle your goods in a manner that will enhance their value instead of throwing them on the counter or otherwise showing that they do not impress you as being desirable.

See that nothing is on the counter that may detract in any way from the appearance of the goods you are showing.

In order that the first sight of the goods may create a favorable impression, show them in a way that will interest the customer most. Men's four-in-hand ties look best tied, sheer hosiery shows up best when stretched over the hand, dress goods appear to better advantage when draped.

A hat will look better on the customer's head than in your hands. Ask the man inquiring for a tailored suit to try on the coat and see if the size is right. Try and select for this try-on something you think will satisfy.

The rapidity of presenting ideas should be regulated according to the individual needs of each customer. All people do not think at the same rate. Those of nervous temperament who seem hurried will need a more rapid-fire presentation of selling points than those who are more deliberate. The nervous man jumps to conclusions if you do not give him the facts in a concise manner. The deliberate man will require minute explanation without a semblance of hurry.

A study of the merchandise itself, inquiries directed to the manufacturer, a talk with your buyer, and a careful study of the reading columns and advertising pages of trade papers devoted to the subject, will supply the information necessary to tell why your goods will fill the customer's wants, and will enable you to overcome objections that the customer may make.

At times a direct comparison with other goods may convince the customer that the merchandise you are trying to sell is most desirable.

Try to show first about the grade of goods the customer will want to buy. It is so much easier for the customer to say "Show me something better" than to admit that she cannot afford to or does not wish to pay the price asked. Work upwards in price from the first article, and each succeeding article will benefit by comparison with the preceding one.

Overcome objections tactfully by seeming to agree. If the customer says, "It is too high priced," your response might be, "That may seem so but—" and further selling points follow. Nothing is high priced. There are various grades of goods, and some are better than others for reasons a well posted salesman will know.

Anticipate objections. It is infinitely better to tell about colors being fast than waiting for the customer to say, "This will fade."

The Star Shoe Store, H. Victor and A. Levitin, proprietors, Ottawa, has been opened at the corner of Bank and Cooper Streets, with a full line of high-grade boots for men and women. A repair department is run in connection with the store.

Here Comes the Groom!

And Jones Brothers, of Welland, Stop Him on the Way to Fit Him Out With His Wedding Toggery—Good Business During May and June—Sample of Letter Used.

JONES BROTHERS, of Welland, Ontario, are making a "dead set" against the bridegroom. As this is the time of the year when this precious individual looms upon the horizon and embarks upon the uncertain sea of matrimonial bliss, Jones Brothers believe it is a good time to help him with those multifarious clothing and accessory requirements that accompany the "day of days." The bridegroom may play an insignificant part in this June affair—as a matter of fact he does—but he has to be clothed and the better he is clothed the more likely he is to get a fleeting glance from envious eyes on this one day of a man's life. And there is the best man, too. He has to be outfitted and although Jones Brothers do not know who this man may be, they try to get in touch with him through the bridegroom. The scheme is working out exceedingly well with this Welland firm.

Watch the Papers

"We watch the papers for announcements," said a member of the firm to Men's Wear Review, "of coming weddings, discover the correct address of the prospective bridegroom, then write him a personal letter on our own business stationery, telling him we are prepared to take the responsibility of garbing him and his best man in the correct attire for the approaching event." This is the method of getting in touch with the bridegroom and Jones Brothers stated that they get about nine out of every ten into their store, once having sent them the letter referred to.

The Letter

The composition of the letter is an important feature of the success that has attended the plan. Here is a copy of one that was recently sent out to a Welland prospective bridegroom:

Mr. Harold A. B.
Welland, Ontario.
Dear Mr. B.:

May your wedding day be bright and happy and fortune smile on you.

In this, THE great occasion, you will be subject to the scrutiny of many eyes. It is, therefore, essential to your peace of mind that you know your attire is correct in every detail.

Let us aid you in appearing unperturbed, happy and correctly dressed for this momentous event. We make a specialty of outfitting grooms with all the toggery necessary — shirts, underwear, silk pyjamas, bathgowns, ties and made-to-measure clothes. Our experience and reputation are assurance that we will outfit you stylishly, correctly and most economically.

The same service is extended to your best man and friends.

With best wishes for a happy and successful future.

Respectfully yours.

How It Works Out

"So far this month," said Mr. Jones, "we have sold outfits to five bridegrooms, which has meant extra business of about $600, and if this keeps up for the balance of the month and for June, it ought to bring in about $2,000 extra business. And the beauty of this is that it is all cash.

"We always make it a point to give the groom a small present; in fact, we usually let him pick it out himself. A monogram belt, a cane, an umbrella, or something similar, and we believe this is always appreciated."

Printing Shop Helps Lively Advertising

Swift Current Store Turns Out Much of Their Own Advertising

In the town of Swift Current, Saskatchewan is "The Golden Rule" Store of the W. W. Cooper Co. In size it bears favorable comparison with any of the stores in Southwest Saskatchewan and is bigger than most of them. The trade mark used by "The Golden Rule Store" is a capital C. in a diamond and the stepping stones that have marked the store's progress and have become watchwords of the entire organization are Energy, Co-operation, Progressiveness and Loyalty to the public. The manner in which business has been conducted in this departmental store for years has gained for it a great measure of public confidence which finds expression in larger turnover from year to year.

Have a Printing Shop.

One of the novel features of this Western store is its printing department. Whenever the Cooper store has a special message for its mailing list of over 5,000 names they do not have to depend upon the job printer. It is done in their own place of business. Writing to Dry Goods Review, the advertising manager, J. M. Bedford, refers to the activities of this department:

"We run a monthly magazine which is devoted to "Store News" and in its pages you will find interesting and enthusiastic news for salespeople and the business generally. This is printed in our own print shop monthly. Also our handbills, letterheads and many more forms of advertising we look after ourselves.

"We have a mail order list of over 5,000, which we circulate with interesting news and circulars at least once a month. There are numerous other methods of advertising done in this store which are very interesting but space won't permit. We are always looking for something new and try and use everything which is novel and interesting. Our four windows which are fifteen feet long are changed often and show cards are used all over the store liberally."

The Golden Rule

Mr. Bedford says that the Golden Rule in the Cooper store is not only preached, but practised.

An attractive shirt display arranged by A. A. Hansen, of F. G. Clayton Co., Inc., of Detroit, secured by Men's Wear Review during a recent trip. The show cards used in this and another window of Clayton's reproduced in this issue are worth notice. They are of considerable artistic merit and add to the general high character of the window.

FOUR CARDINAL POINTS

Continued from page 29

or stages, requires more or less elements. The first one needs the most, because it supplies the foundations to the three others, as you can realize.

"Before we can Sell goods to a customer, we must then:—

Secure the attention of customer by—

1—Our personal appearance, comprising—

(a)—Outside accessories: Neatness, cleanliness, appropriate dress, hair, hands, boots.

(b)—Our personal attributes, comprising: Facial expression, pleasant and tranquil, head up and alert, suggesting confidence and energy.

2—By our manner of approach, thus—

(a)—Any bodily motion showing attentive, listening attitude, whether walking toward customer or standing still,—depending on circumstances.

(b)—By a cordial smile.

(c)—By speaking if necessary, but unpretentiously.

3—By our power of speech, comprising:

(a)—The tone of voice: quiet, clear and animated.

(b)—The language: grammar, extensive range of words; knowledge of different meaning of words. Using the pronoun "We" rather than "I" as much as possible.

4—By our presentation, thus:

(a)—We make it not too strong, and we:

(b)—Go back if necessary; then we:

(c)—Show the purpose and the quality merit of our goods, and:

(d)—Tell why our customer should have it; but:

(e)—We don't emphasize the price yet if possible; but:

5—We try to arouse customer's Interest by:

(a)—A real appeal to emotions, that is: By showing how pleased and satisfied customer will be by securing the goods; or, if we know how to use tact:

(b)—In cases of outside wearing apparel or goods to be made up into dresses, etc., by suggesting how friends will congratulate customer's good taste. Then we:

(c)—Appeal to reason; That is why we feel assured the customer ought to buy at the price we then state and emphasize. This leads to:

6—Create a Desire to have the goods, by:

(a)—Our sincere, but not exaggerated enthusiasm, by:

(b)—Our concentrated interest, by:

(c)—Our sympathetic attitude. And if we follow these rules, we win the customer's:

7—Conviction to buy the goods, and we close the sale, just as easily as I have fitted these four pans together. And I thank you sincerely for your deep attention."

The thanks and congratulations of the meeting were tendered to Vice-president J. Emile Richard for his interesting talk and clever illustration. It was announced that Trustee Archie Renaud would be the next lecturer shortly. Following the address, the rest of the evening was given to piano and vocal selections, dancing and card games.

Bert Inglis & Son, of Brantford, are giving up business in that city. A $50,000 sacrifice sale is being held.

Walter Blue & Co., Ltd., of Sherbrooke, Quebec, have recently opened fine new stockrooms on the fourth floor of the Dubrule Building, Phillips Square, Montreal, where a complete assortment of men's and boys' clothing is being carried.

Amos Vipond, 419 King Street East, followed the Made-in-Hamilton week by a ten-day sale of Made-in-Hamilton and Made-in-Canada goods. Mr. Vipond held a sale last fall clearing out all his high-priced merchandise, and is now able to buy specials for short sales.

Present Conditions Do Not Warrant Further Reductions

Secretary-treasurer H. Brimmell, of the Ontario Retail Clothiers' Association, has received the following communication from Tooke Bros., Ltd., of Montreal, in answer to the letter from the executive relative to collar prices:—

TOOKE BROS., LIMITED

Montreal, May 5th, 1921.

Mr. H. Brimmell,
c/o Dundas & Flavelles, Limited,
Lindsay, Ontario.

Dear Sir:—

We are in receipt of your favor of the 4th instant, relative to the executive meeting of the Retail Clothiers and Furnishers of Ontario, outlining the resolution of said meeting and asking us as manufacturers of collars to co-operate with you by reducing present wholesale price of starched collars, so that they can be profitably retailed at twenty-five cents (25c) each.

In reply beg to state that we, ourselves, are anxious to see collars sold at a lower price, so that they will earn sufficient profit for our customers, but conditions at the present time do not warrant any reduction, but just as soon as we can see our way clear to meet your wishes, we will gladly do so.

We wish you would draw the attention of your executive to the fact that to help meet conditions for our customers we have created a summer weight collar, which we are wholesaling at $2.00 per dozen and nets our customer a good profit. These same light weight collars are being sold in the United States at $2.10, so this will show you that our intentions are honest in an endeavor to get the collar business put on a profit-bearing basis for our customers.

We are,

Yours very truly,

Tooke Bros., Limited.
(Sgd.) W. H. Brophey,
Managing Director.

PLACE OF PUBLICITY

Continued from page 32

"Besides the usual demands for sa upon concert programmes there ar those persons who would deluge us balloons, rulers, buttons, badges, and calendars or thermometers, w they assure us will be greatly a ciated by our customers if our nam printed thereon. I do not prete minimize the value of such types o vertising, which undoubtedly have at times; I merely wish to point out widespread forms which are ava as mediums through which to o publicity. Advertising may also be fitably done through moving pict out of door posters, street-car pla and by means of circulars distribut aeroplane.

"The advertising department is a receipt of innumerable letters each soliciting space for some object or ther each of which must be answered the same care as though the write called in person. This task, tog her with the regular work of editing t store's copy in a style best adapt to the store's clientele, means an addi nal amount of work besides all tha has been mentioned.

Says Retailer is Conforming More With Replacement Value

Result of Analysis of *Financial Post* of Questionnaire to Bank Managers—Has Made Considerable Progress Since January—Result by Provinces.

[T will be remembered that the Financial Post in one of its issues in the early part of the year analyzed a questionnaire submitted to bank managers all over Canada in which it was claimed that the retailer at that time had not taken his loss, having in view the replacement value of merchandise carried on his shelves. This was the opinion of bank managers all over the country at that time; and the inference was that the retailer was holding up deflation more or less.

A second questionnaire has been submitted to bank managers across Canada and the analysis appearing in the issue of the Financial Post of May 20th shows that a different conclusion has been arrived at by managers. They are of the opinion that the retailer has taken a long step toward marking his goods on a replacement value basis and that, since January, he has made considerable progress in this direction.

What the Post Says

Here is what the Financial Post says in its general analysis of the questionnaire submitted to the bank managers:

The Financial Post is in receipt of some hundred or more replies to a questionnaire submitted to bank managers across Canada. Several phases of the business situation are discussed, particularly applying to industry, to retail trade, to building and to agriculture. From a careful analysis of these replies it may be stated definitely that business in the whole throughout Canada is being conducted along restricted lines. The retailer is meeting altered conditions and is marking his goods down to conform more closely with replacement values. The extent of this reduction of course varies, but on the whole substantial progress has been made. One hopeful feature of the situation, as revealed through these replies is the fact that the retail trade has not suffered to the same extent as industrial lines of enterprise. The reports indicate that retail sales are continuing in practically as large a volume as for the corresponding period a year ago. In a number of instances a reduction is reported but when it is considered that the prices have been reduced since a year ago it is quite probable that the volume of goods actually handled is as large or larger. This condition removes from the consumer the cause of responsibility for the "buyers' strike." There is no strike among the consuming public although there is no doubt that the individual is buying more carefully, and in smaller quantities, but he comes back to the market oftener. The retailers are however, adopting a conservative policy and are strictly limiting purchases to meet immediate needs only. Stocks in retailers' and wholesalers' hands must be cleaned up before manufacturers will again find anything like a normal demand.

Summary of Provinces

The article in the Post is a lengthy one, but such parts of it as deal with the retail trade are of considerable interest. Conditions, generally, in British Columbia are improving and there is a feeling that the worst is over. "In the smaller centres of British Columbia," says the Financial Post, "the retail dealers have been loath to cut prices, but the fact that a large number of consumers have been sending to the larger cities for their supplies has compelled action in this respect."

From the prairie provinces reports come that the crop outlook has improved during the last few weeks because of abundant rains. "Retail prices," it says, "are slowly declining and there is room for further movement yet. Sales on the whole are on a smaller scale than last year, one correspondent estimating the total for the first three months of the year at least 25 per cent. below the corresponding period of last year. Stocks in the hands of retailers are generally much lower than at this time last year and Western retailers are not entering the markets freely for goods."

A correspondent from Kamsack, Sask., writes to the Financial Post as follows:

Retailers are marking down their goods somewhat, but they have to mark them down a good deal yet before the public can be induced to see that they are getting real bargains. So far as I can see, retailers are buying very little, in fact, only enough to replace sold out lines. Payments of all kinds are very slow except among those merchants who have been conducting business on cash lines.

Ontario

The most hopeful phase of the situation in Ontario is the fact that the retail dealers are doing as large business as in the other provinces of the Dominion. At no time since the adverse turn in trade materialized last fall has the turnover of the retailer suffered any drastic decline. The turnover is without doubt above the average of the previous year. Profits have suffered, but in the fact that the dealer is able to sell his goods freely lies the solution of the present situation. With the distributing agencies rapidly depleting their own stocks, they must come into the market more and more for new goods and this will in time be reflected upon the industrial field.

The replies without exception indicated that retail trade was at or near last year's level, and in some few cases distinctly above. There appears to be room for a still further adjustment of prices, but on the whole merchants have made progress in the movement toward normal price levels. At the moment, however, retail buying is proceeding cautiously, and there is a tendency to buy only for immediate requirements.

Quebec

Reports from a number of centres in the province of Quebec lead to the conclusion that retail trade has on the whole been very satisfactory. As yet no decided improvement can be traced, but there is a feeling of hopefulness for the future. Accounts appear to have been met in a satisfactory manner in this province. At Gaspe, however, a town which depends largely on the fishing industry, the report is distinctly unfavorable. Our correspondent writes that business is largely at a standstill in this district. The flat failure of the fisheries last Summer coupled with the collapse of the market has wiped out a large number of the smaller merchants. Those that survive are not in a position to grant credit for fitting out boats, etc. Many fishermen will not be able to equip themselves in consequence.

The Maritimes

With the balance of the Dominion the Maritime provinces are suffering from the curtailment of business operations. No definite trend can as yet be traced, although there has been some slight indications of improvement. Retail trade is being conducted along fairly normal lines, and merchants have made progress in marking down their goods and stocks appear to be fairly well reduced. Orders for new goods are restricted as much as possible however. Accounts on the whole are being paid fairly well, but not as freely as during the previous year.

From the city of Sydney Mines, N.S., it is reported that business during the month of April has been far ahead of the previous months of the year.

M. Davidson & Company, Ottawa, manufacturing furriers, Rideau Street, are altering their premises but carrying on as usual during the time the workmen so doing are engaged. The factory and storage parts are not being touched.

M. D. Dedman, of Lindsay, is soon to occupy a fine new home, formerly occupied by Jacob Houzer, next the Post Office. The store is being entirely remodelled and new fixtures installed. Before going into the new home, Mr. Dedman plans to conduct a big sale.

Increasing Production in Garment Industry

How a Manufacturer Threw Much Light on a Dark Subject—The Connection Between House Rent and Hanging Sleeves—New Scheme is Working Out Very Satisfactorily on the Whole.

MANUFACTURER — How much rent are you paying now?

Garment Worker—Forty-five dollars a month. It's too much. I used to get the same house for $18 before the war.

M.—Why don't you buy a house?

G. W.—I haven't enough money.

M.—How much have you?

G. W.—Only about $1,500, and I would need $2,000 at least to buy the kind of house I need for my family; it would cost $7,000.

M.—Before the war you could have bought that kind of house for much less. You could have bought the land and had the house built yourself for $3,000 or $3,500.

G. W.—That's right.

M.—Yet, as a matter of fact, building materials have not advanced in price such a great deal. Even the cost of labor is not so much greater as to make that difference, and certainly labor is not getting a higher wage than is necessary these days.

G. W.—Well, what makes the big difference?

M.—Simple enough. It's because men are not working like they did before the war. You go into a house that is being built and the painter is talking politics with the mason and the plasterer, instead of working. His wages are all right; it's his work that isn't. He does only about one-third or one-quarter as much work in a day as he used to do.

G. W.—I wonder if that's what makes shoes so expensive.

M.—I don't know, why?

G. W.—I have four kids—

M.—Yes, and I suppose you spend about $100 a year in keeping them in shoes where you used to spend $25.

G. W.—That's just about it.

M.—Well, the reason is the same. The men who are working on shoes aren't getting too much pay, but they're not working. These fellow-workmen of yours are making you pay more for your shoes than you should because they don't work as they used to.

G. W.—That's right; these fellows are profiteers.

Driving the Lesson Home

M.—Now, look here, I want to show you something. You have been with us for some years as a sleeve-hanger. You and other men in this factory and in this kind of work think we are trying to cut down your wages. We're not; you're not getting more than you need with the cost of living as it is at the present time. Get the idea out of your head that we want to cut your wages.

Your record shows that you used to hang 65 or 67 sleeves a day nicely. Now you only hang about 35. Because you don't work as you used to, you make other union men pay more for their clothes than they ought to; just the same as the shoe man makes you pay more for your shoes than you ought to and the bricklayer and painter make you pay more for that house than you ought to pay for it for a home for yourself and your kiddies. It's more production th we want, just a good day's work.

G. W.—By Jove, I never thought of that way before.

Finale

This garment worker has increas his production by one-third since t conversation.

The Boys' Clothing Department of e A. A. Fournier Company, Limited, Ba Street, Ottawa, has been moved to e second floor and is specially arran d to give service to the boys for all th r clothing needs. The store has recen y added a third floor to accommodate e ever-increasing number of patrons d a regrouping of departments has b n undertaken. The extra room now av - able for the men's wear will be useful s the department was short of room t t is now available.

THE PLAN

The dialogue reported in the accompanying article really centres around a plan for greater production amongst the garment workers in Toronto. This dialogue really happened and it was the way one diplomatic manufacturer brought home to a garment worker that his lack of production, together with the lack of production on the part of the bricklayer, the cobbler, etc., were also factors in the high cost of living.

The plan is worked out very simply. The assumption behind the plan was that garment workers were not working as efficiently as they could, although they claimed that they were. A time study was taken of their work. Ten per cent. was allowed for attendance on toilet, etc. And then a scale was fixed aiming at increased production. If, for instance, a worker were doing ten operations to-day he would be asked to do 11 in one week and 12 in two weeks, until he reached the top of the efficiency scale. With his increased production, his scale of wages also increased, though it is not piece work at all. This plan works throughout all the classes of operators.

On the whole, the plan is working favorably. There are instances where a pocket-maker a year ago was doing 16 pockets; he is now doing twenty-four. A presser-off was doing 9 or 10; now he is doing 12 to 14.

There is also a scale for the extra-efficient man or woman by which they are given a percentage increase if their work exceeds the objective; if it falls below this, they are "docked."

Narrow tie with new low collar. This is a long shape, cut on the bias, and is particularly appropriate with the collar. Shown by Tooke Bros., Ltd.

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SPINNERS, DOUBLERS
MANUFACTURERS
AND FINISHERS

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Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

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Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

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Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

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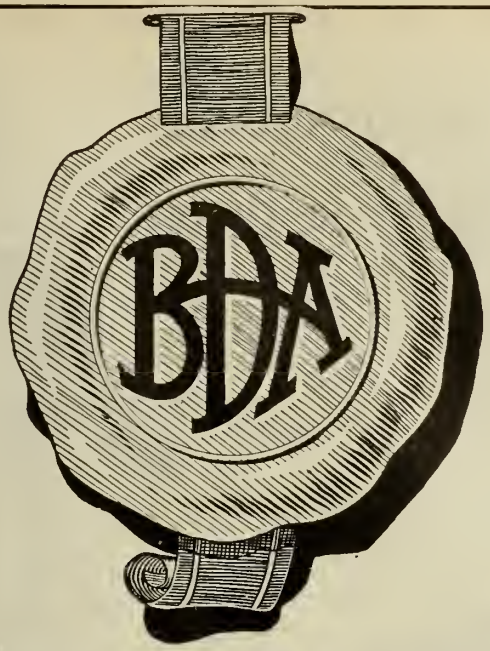

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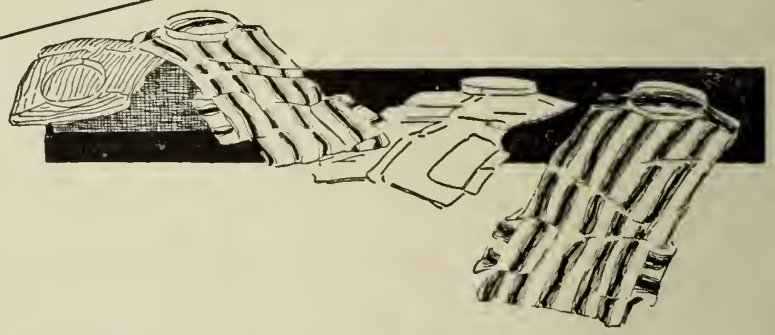

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Points to remember with PROSPERITY SHIRTS:—The sleeves are the proper lengths—the button holes properly tailored—the neck band fits properly and comfortably—the LENGTH is NOT SKIMPED.

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One J. & J. Taylor Safe, inside dimensions 15″ deep by 2′ 6″ wide by 3′ 11½″ high, and fitted with a built-in compartment. Price, $200.

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Both these safes are in first-class condition, and the prices quoted above are considerably less than half what similar safes are selling for to-day. We are offering these for sale as we have installed larger vault accommodation.

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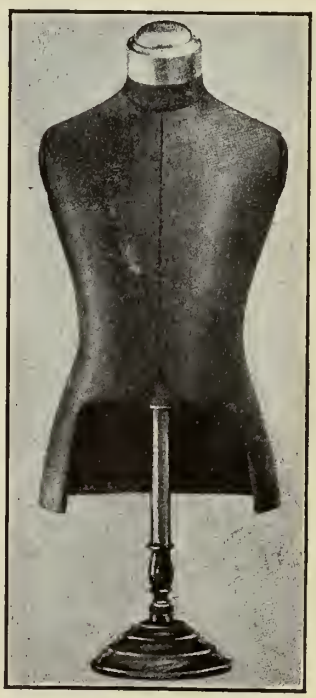

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INDEX TO ADVERTISERS

A

Atlantic Underwear, Ltd., Inside back cover

B

Bradford Dyers' Assoc., Ltd. 45
Beeckel-Rost Company 14

C

Campbell Mfg. Co., Ltd. 19
Cluett, Peabody & Company of Canada, Ltd. ..... Front cover
Cook Bros. & Allen, Ltd., Inside front cover
Currie, E. & S. 13

D

Dale Wax Figure Co., Limited 16
Deacon Shirt Company 16
Delfosse & Co. 47

E

Empire Waterproof Clothing Co. 18

F

Fashion Boys' Clothing 18
Faire Bros. & Co., Ltd. 44

G

Gardner Clothing Mfg. Co. 47

H

Hanson, George E. 12
Hartt-Brown Co., Ltd. 1
Haworth & Co., Ltd., Richard..... 43
Hercules Garment Co., Ltd. 19
Hickok Mfg. Co., Limited 7

J

Jackson Mfg. Co., Ltd. 47
Jones Bros. & Co., Ltd. 18

L

Leishman & Co., Limited, Wm. 10

M

Monarch Knitting Co., Ltd. 15

N

National Pad Co. of Montreal, Ltd. ... 12
National Cash Register Co. of Canada, Limited 8
Northland Knitting Co., Ltd. 46

O

Oxford Clothing Co., Ltd. 17

P

Palm Beach Mills 4-5
Parsons & Parsons Canadian Co. 17
Peck Co., Ltd., John W. 2-3
Penman's, Ltd. 6
Prosperity Shirt Company 46
Punchard-Birrell Co. 11

R

Racine, Ltd., Alphonse 9
Raven & Co., Ltd., William 44

S

Schwartzman Bros. 44
Shaw Correspondence Schools 47
Stifel & Sons, J. L. 14

T

Tooke Bros., Ltd. ... Outside back cover
Tutt Clothing Company 20

V

Vineberg Pants Co. 47

W

Walter, Williams & Co., Limited 16

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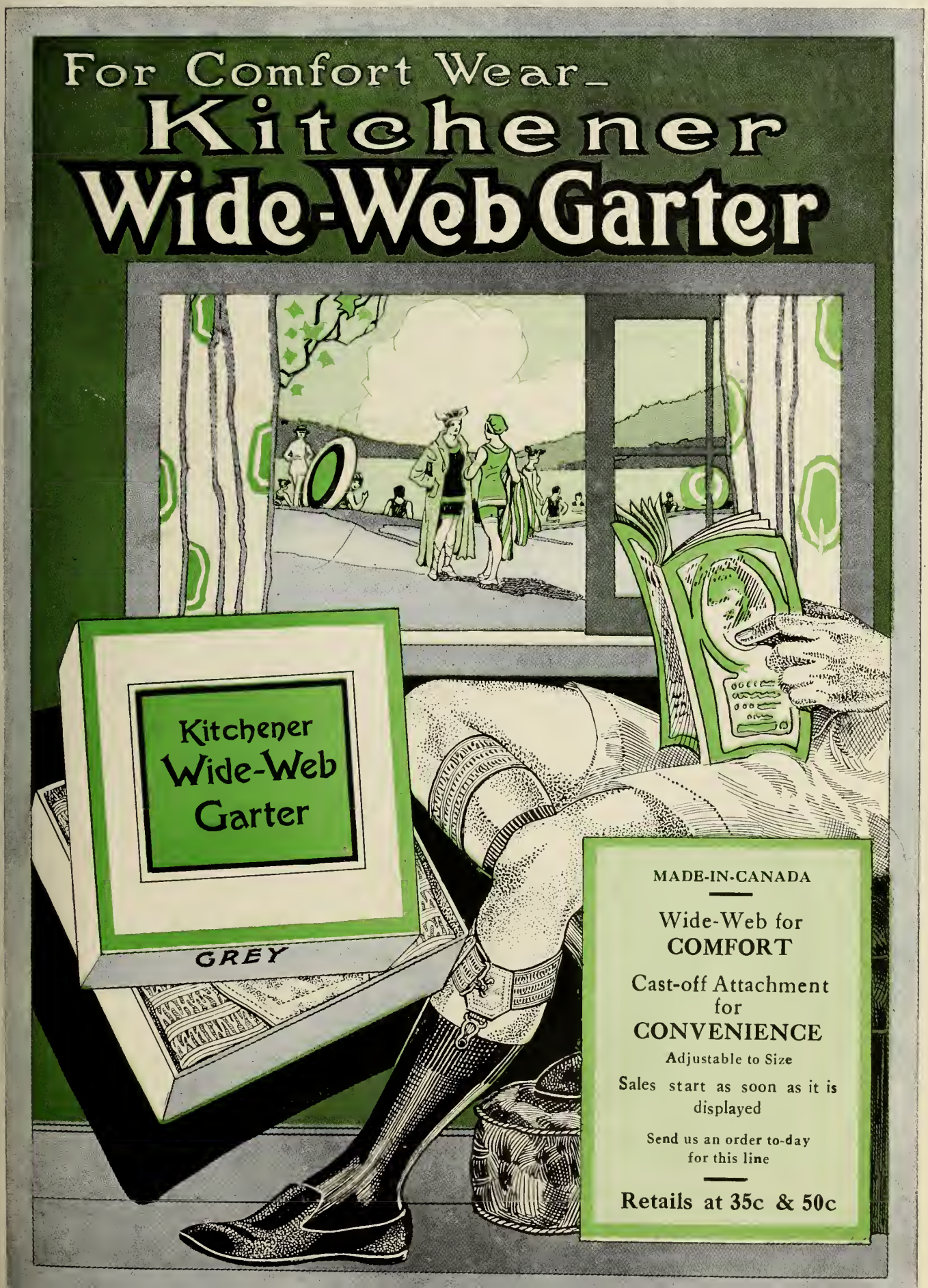
MEN'S WEAR REVIEW

Volume XI | Toronto, Canada, July, 1921 | Number 7



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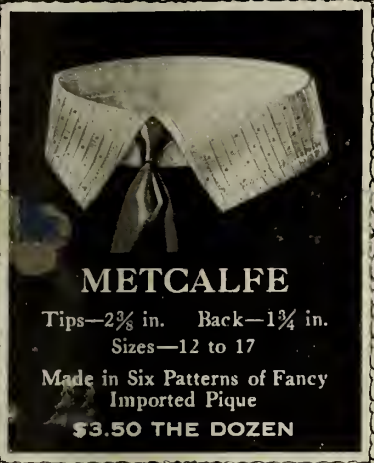

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$2.40 THE DOZEN

McGILL

Tips—2⅞ in. Back—1¾ in.
Sizes—12 to 18
Made of Ivory Habutai Silk
$3.50 THE DOZEN

YORK

Tips—2⅛ in. Back—1⅜ in.
Sizes—12 to 17
Made of Six Patterns of Fancy Imported Pique
$3.50 THE DOZEN

MONMOUTH

Tips—1⅞ in. Back—1½ in.
Sizes—13 to 17½
Made of Imported Pique
$4.00 THE DOZEN

If you follow the ARROW, you follow the style in Collars

CLUETT, PEABODY & CO. OF CANADA, LIMITED.

Place this handsome carton on your counter

Sell Canadian Handkerchiefs

(Made in Canada)

HOLDS SIXTY HANDKERCHIEFS—EACH IN ITS OWN GLASSINE BAG

It's free to you

Canadian handkerchiefs are shipped in quantities of five dozen in the carton as illustrated. They can be had in either singles, twos or threes to each bag, for either ladies or gentlemen.

The carton makes an efficient salesman and it costs you nothing.

The handkerchiefs are of the finest quality lawn.

If you order to the amount of $25.00 we will include one each of the stock boxes shown below. They are extra quality, cloth bound and fitted with pull-ring.

ASK OUR TRAVELLERS

Canadian Handkerchiefs Limited

"Canada's Largest Handkerchief Manufacturers"

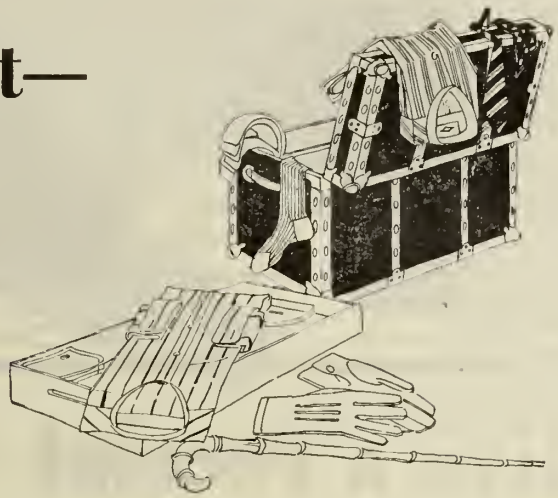
MONTREAL, QUE.

Gentlemen's Stock Box

Ladies' Stock Box →

A $25.00 order makes these boxes yours

Connect and Collect—



Will that be You ?

For many years Racine's has been the "Fountain head" of big values in Men's Wear.

Business this Fall will be fought for and won—by the merchant who is best equipped.

Our Fall Knit Goods, including Underwear, Sweaters and Socks, also our Outing and Fine Dress Shirts, Collars, Cravats, etc., are made according to Racine's uncommon standard of quality, but priced to attract good trade and make easy sales.

Given a chance, they will stir up new business, reanimate old business and infuse new life and vigor into the selling activities of the stores that sell them.

In the name of Better Times,
let us see what we can do together.

CONNECT---AND COLLECT---WITH

Alphonse Racine Limited

"Men's Furnishing Specialists"

60-98 ST. PAUL STREET WEST, MONTREAL

FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

SAMPLE ROOMS :

HAILEYBURY	SYDNEY, N.S.	OTTAWA	QUEBEC	TORONTO	SHERBROOKE
Matabanick Hotel	269 Charlotte Street	111 Sparks Street	Merger Bldg.	123 Bay Street	4 London Street

SUDBURY	RIVIERE DU LOUP	THREE RIVERS	CHARLOTTETOWN, P.E.I.
Nickle Range Hotel	Hotel Anctil	Main Street	Queen and Sydney Sts.

Give a receipt
and get all your money

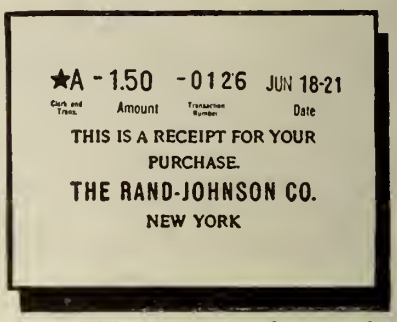
The right way to handle a sale

1. Collect the goods at the wrapping counter beside the register.
2. Tell the customer the price and get the money.
3. Register the sale.
4. Wrap the receipt in the parcel.
5. Give parcel and change to the customer.

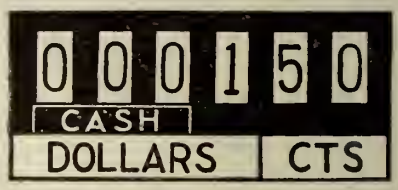
The customer gets quick service.

The clerk gets credit for making the sale.

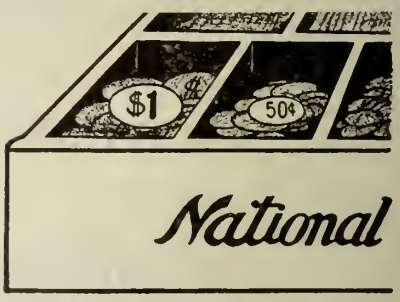
The merchant gets all of his profits.


★A - 1.50 - 0126 JUN 18-21
Clerk and Trans. Amount Transaction Number Date
THIS IS A RECEIPT FOR YOUR PURCHASE.
THE RAND-JOHNSON CO.
NEW YORK

Wrap this receipt in the parcel



Get this receipt inside the register



And get all your money

We make cash registers for every line of business

NATIONAL
CASH REGISTER CO.
OF CANADA LIMITED

There's Money in HICKOK Belts and Buckles

Sales of HICKOK Belts and Buckles are so frequent that dealers find the HICKOK Line an exceedingly profitable one to carry. HICKOK irresistible high quality sells itself.

The HICKOK Line is a popular one—a line of continuous surprises. HICKOK "up-to-the-minute" styles never fail to please, and are always in demand. And HICKOK prices are right—low—they suit every purse.

The HICKOK Holiday Line is full of new, popular sellers. And the HICKOK Christmas boxes for this year are more attractive than ever. If our salesmen do not get to see you, write us direct about your requirements.

Orders for HICKOK products are filled within 24 hours. Wire us for a trial assortment.

HICKOK Belts & Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond St. W., Toronto, Ont.

Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles.

ROCHESTER, N. Y., U. S. A.

"Prosperity" Brand Shirts

New Styles, Patterns and New Prices

With the renewed business activity and the unquestionable demand for SMART SILK SHIRTS for SPORT and SUMMER wear our customers are advised to buy NOW a full assortment of all styles, designs and fabrics, and the enterprising merchant will not be disappointed with his results.

Our latest ranges have been carefully prepared to meet the public requirements and desires in the matter of proper sleeve lengths, 34-36; perfect fit around collar, lasting buttonholes, and expert finish.
PROSPERITY SHIRTS are the proper length.

The Wearer Feels Prosperous in Our Shirts

Intending new customers are advised to send a Trial Order NOW and secure immediate deliveries.

(PONGEE SILK SHIRTS $36.00 DOZ.)

Prosperity Shirt Company

12 Queen Street East, Toronto

THE FINESTONE CLOTHING COMPANY, Limited

Manufacturers of

Men's, Young Men's, Boys' and Juveniles' Clothing

DUBRULE BLDG., MONTREAL

Specializing in various lines of Juvenile Clothing

full of such remarkable values that shops handling them will be recognized as Boys' Clothing Headquarters.

Quick action is the thing nowadays. These lines of Juvenile Clothing will help you to get it.

Get in touch with us at once.

The Finestone Clothing Co., Ltd.

OPPORTUNITY IS KNOCKING AT YOUR DOOR!!

In order to get down to replacement basis we have decided to offer our stock of MEN'S Raincoats to the trade at the following prices:

$18.50 Exceptional values in Gabardine Coats of highest quality and up-to-the-minute styles. This line sold last Fall for $27.50. The same quality can be obtained nowhere else for the price now asked.

$9.50 We have also a wide range of Tweed Raincoats, the value of which will astonish you and your customers. We can't describe them—but they are literally being given away at this price, which is far below cost of production.

Navy Blue Rubberized Cotton Gabardine Coats

$5.00 Especially adapted for summer—so cheap you could sell them as Automobile Dustcoats. Every seam cemented and sewn, reinforced with a silk strapping. Silk yolk lining. A finished garment in every respect. Last year we sold this same line at $14.50.

Talk quickly on this lot as there are only 50 for disposal.

Remember—The Proof of the Pudding is the Eating—Send for Samples

SAMPLES

Obviously, at these Prices, it is impossible for us to submit Samples with the risk of the curious returning same—the cost of express added to this price sacrifice would be business suicide. BUT, we are prepared to send a parcel of samples—not less than three coats—you choose your coats from this advertisement, **which we treat as an order,** and by so doing you open an account. If you decide to stock—your samples will be shown on invoice as part delivery.

We Stake Our Reputation on This Offer
It is Unprecedented and Without Parallel

Write for our samples of Genuine Leather Coats, Ladies' and Men's Reversible.

"Buy Carefully, But Buy"

Address:

VICTORIA RUBBER COMPANY

437 ST. PAUL ST. WEST **MONTREAL, P.Q.**

12 to 19

KANTKRACK

Trade Mark Registered

12 to 18½

One Grade Only and that the Best

They are a convenience, a necessity, an economy and a Money-maker for the Merchants; the progressive one also uses our Lines as levers for his other sales. Such a Collar as KANTKRACK is essential to complete the wardrobe of any man or boy.

KANTKRACK COLLARS
LOOK LIKE LINEN WHILE WORN
as well as while being displayed in a store.

This is the reason for their popularity and the fast progress of our business, necessitating frequent enlargement of premises to cope with the volume of sales.

You have many customers in your store in a day. What percentage would buy a KANTKRACK as an emergency collar?

Show them the linen-like finish of KANTKRACK Collars, the Flexible Tab, etc. This influences the customer's decision.

Every Collar GUARANTEED through the Dealer

The Parsons *and* Parsons Canadian Company

MAKERS OF THE FAMOUS KANTKRACK COMPOSITION COLLAR

EST. IN U.S.A. 1879 — HAMILTON - - ONTARIO — EST. IN CANADA 1907

THE

OXFORD

Clothing Co. Ltd.

makes easy your difficult problem of stimulating sales

HIGH-GRADE SUITS FOR YOUNG MEN AND BOYS are offered to you at figures that return a good margin of profit; the remarkable values are seen at a glance in the QUALITY of the fabrics and the expert tailoring in EVERY SUIT, whether MADE-TO-MEASURE or already tailored.

BOYS' SUITS—Special made to please the boy, his parents, and to secure his future custom. See them and be convinced that OXFORD SUITS have a reputation to keep up. Immediate attention to all your enquiries. Write us.

Oxford Clothing Co., Ltd.

King Street and Spadina Ave., TORONTO

EXPERIENCE

World-wide experience has proved that VALUE for money is only obtainable by securing the best. TUTT CLOTHING is the very highest standard. Write for our agency and co-operation plan.

"Clothes that always look new"

TUTT CLOTHING CO

MAKERS OF FINE CLOTHES

FOR PARTICULAR MEN

WHOLESALE CUSTOM TAILORS

21 Dundas Street East
Toronto, Ontario

WILL-TIE CRAVATS

are not just "cravats," but the result of careful and intelligent study of style, quality and the needs of customers' requirements.

Stimulate buying in your neckwear department by displaying a variety of "Will-ties."

WILL-TIE CRAVAT CO.

Main Building **MONTREAL**

Deacon Shirts

for
STYLE,
WEAR
and
COMFORT

We manufacture

STARCHED SHIRTS
WORKING and OUTING SHIRTS
FLANNELS (ALL SHADES)
TWEEDS, SATEENS
DRILLS, OXFORDS
FLANNELETTES
BOYS' WAISTS

The Deacon Shirt Co.
Belleville Ontario

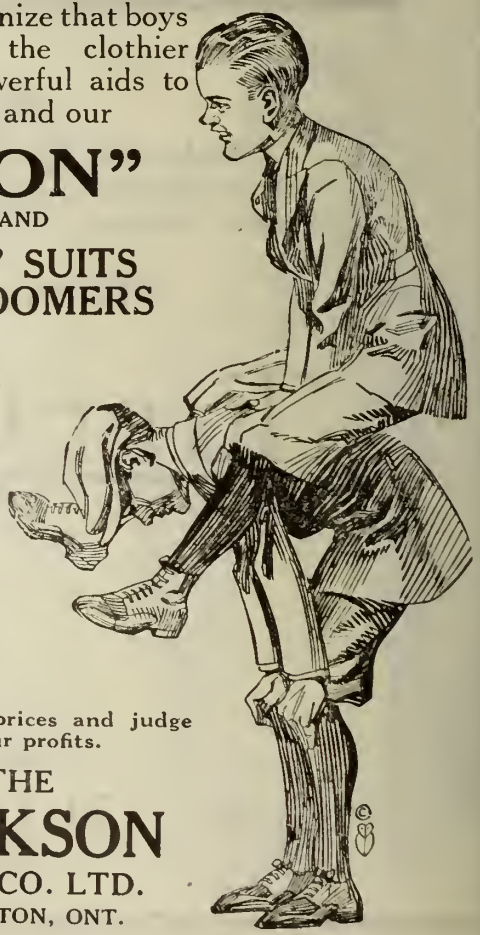
We recognize that boys provide the clothier with powerful aids to progress, and our

"LION"
BRAND
BOYS' SUITS & BLOOMERS

are specially made with the object of securing the entire satisfaction of the parents and the boys, who become permanent customers.

You can beat price competition by quality goods.

Write for prices and judge your profits.



THE
JACKSON
MFG. CO. LTD.
CLINTON, ONT.

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED

Equal parts good looks and real quality —that's why Stifel Indigo Cloth makes up into 100% **OVERALLS, JUMPERS, UNIFORMS AND OTHER WORK CLOTHES.**

Stifel Indigo cloth is dyed a beautiful fast blue. It has a tough, strong weave, and is so printed that the white dots of the stripes and other patterns positively will not break.

The manufacturer who makes overalls and work-clothes of Stifel Indigo Cloth, and the dealer who sells overalls and work clothes of Stifel Indigo Cloth, will find Stifel Indigo reputation (standard for over 75 years) and Stifel Indigo advertising, big factors in making sales.

The genuine Stifel Indigo Cloth has this trademark stamped on the back of the cloth.

STIFEL REGISTERED

Look for it!

J. L. STIFEL & SONS
Indigo Dyers and Printers
Wheeling, W. Va.

SALES . OFFICES

NEW YORK	260 Church St.
PHILADELPHIA	1033 Chestnut St.
BOSTON	31 Bedford St
CHICAGO	223 W. Jackson Blvd.
SAN FRANCISCO	Postal Telegraph Bldg.
ST. JOSEPH, MO.	Saxton Bank Bldg.
BALTIMORE	123 Market Place
ST. LOUIS	604 Star Bldg.
ST. PAUL	238 Endicott Bldg.
TORONTO	14 Manchester Bldg.
WINNIPEG	400 Hammond Bldg.
MONTREAL	Room 508 Read Bldg.
VANCOUVER	506 Mercantile Bldg.

Write for Samples of Royal Prints—for Stylish House and Street Frocks.

The Keener the Competition the More Attractive Must be Your Store and Display of Your Wares.

DALE'S Fittings and Fixtures are designed and manufactured for the purpose of increasing the volume of the Merchant's business—

AND THEY DO IT !

ARTISTIC DISPLAY Fittings are essential to every business. Send for our Latest Catalogue and see the vast stock of the very appliances you require.

WAX FIGURES,
RACKS,
BUST FORMS,
COUNTER STANDS,
SHOW CASES.

Made in wood and metal, ornamental design, dainty and workmanlike finish. Write NOW.

Lose no further trade, but send for Catalogue without delay.

Dale Wax Figure Co.

Limited

86 York St., Toronto

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Blk., Winnipeg.

Pin Your Faith

to

"BOSTON STRAWS"

for Quick Turnover

The BOSTON CAP CO.

338 St. Urbain St., MONTREAL

are in the field stronger than ever with STRAW HATS of Latest Styles at prices so popular as to guarantee stocks moving with unusual speed.

Ask us to send you a rush order—we rush the hats to you, then you do the rushing.

ALL THE LATEST STYLES IN CAPS AND CLOTH HATS ALSO

A NEW FIRM

Manufacturing

Boys' Clothing and Caps

Makes its Bow to the Trade

Snappy Styles
Popular Prices

FASHION CLOTHING & CAP CO.

Notre Dame St. West
MONTREAL

A Positive Guarantee

A positive guarantee against breaking under sudden pull or strain at the moment when minutes count. Strength with perfect elasticity is an assurance against loss of temper and consequent profanity.

No. 370

Without prejudice, we affirm that there is nothing in Knitted Woolen Garments marketed to-day that is so deservedly popular as the

NORTHLAND

KNIT-ON-NECK SWEATER

Its popularity has been won entirely by its own silent appeal as a garment that is utterly unlike the rank and file of pull-over knitted goods. In the pronounced quality of the pure woolen yarn used all through the Northland Products; the perfect regularity and beauty of the stitch; the tasteful color combinations of BLACK and GOLD, PURPLE and LEMON, PADDY and PURPLE, there is no resisting it when placed on the sales counter.

The neck, as will be clearly seen in the illustration, is knitted on (not sewn with cotton) with same solid woolen yarn as body of garment, and this distinguishes the entire range down to lowest priced number.

Our prices and terms are most attractive and we back up every transaction with an unqualified guarantee that will reassure the most exacting dealer.

NORTHLAND KNITTING CO., LIMITED

WINNIPEG, MAN.

MANUFACTURERS OF NORTHLAND BRAND GLOVES, MITTS, SWEATERS AND MOCCASINS

How the Printers' Strike Affects You

Apart perhaps from freight rates, there is no single factor which so universally affects the price of every commodity in use at the present day as the cost of printing. Every price list, catalogue, booklet, handbill, circular letter, price card, display card, costs money for printing, which cost has to be covered in the price charged for the various commodities you sell.

Any increase, therefore, in the cost of printing affects the cost of every one of the items above mentioned and must therefore ultimately raise the price of every article sold by the retail merchant. Any such increase at the present time is bound to have a restrictive tendency upon sales and is therefore detrimental to the merchant's interest. If he is forced to absorb the extra cost himself it affects his pocket still more directly.

You are therefore vitally interested in the outcome of the printers' strike for a forty-four-hour week and increased wages, amounting in all to an advance of about 40%. This would inevitably result in an increase both in your overhead expenses, in the prices you pay for goods, and thus it cannot fail to prejudicially affect your interests.

The forty-four-hour week will benefit no one. If a man is only willing to work forty-four hours he will earn less for himself and for his employers than if he worked forty-eight hours. The great need the world over is for elimination of waste and increase in production.

GABARDINE COATS

for Men, Women and Boys

FALL MODELS ARE NOW BEING SHOWN

The best English materials go into the making of these high-grade rainproof coats. Every yard bears the stamp "Cravenette," and buyers can be assured when they place orders with us they are getting the maximum value from their investment.

We stand back of every garment we turn out, and as we value our good name, we are careful to place on the market only such garments as will bring credit to ourselves and those discriminating merchants who handle our lines.

Our salesmen are now showing samples. Is your name on their calling list?

Schwartzman Bros.

Dubrule Bldg., Phillips Place

MONTREAL

The Perfect Soft Collar Tie

TWO-CLIP TIE for soft and starched collars

Indestructible; entirely different; easy to adjust; easy to take off; absolutely firm; costs no more than others; fast seller.

DIRECTIONS—Press upper spring and attach to left side of collar, then press lower spring and attach to right side of collar.

Note—Clips are Gold Plated.

$4.25 with Discount. Send for Assorted Sample Dozen.

ASK YOUR JOBBER FOR THIS TIE

TWO-CLIP TIE CO.

1188 Queen Street West, TORONTO

Fashion Boys Clothing Co. Caps To Match ORIGINATORS

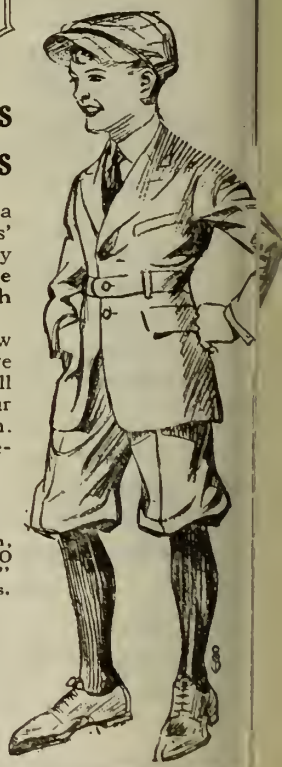
Fashion Boys' Clothes Insure Boys' Business

because they're built with a thorough understanding of boys' requirements—well-tailored manly models, featuring a **One-piece silk-lined cap to match each suit.**

If you're looking for something new and original to stimulate sales, we have it. These popular suits will have but a short stay on your racks—quick turnover is certain. And your customer's only "come-back" will be for another suit.

Write for samples and quotations

We would suggest using the slogan, "ONE-PIECE SILK-LINED CAP TO MATCH FREE WITH EVERY SUIT," in your next drive for customers.



FASHION BOYS' CLOTHING CO.

149 Notre Dame St. W.
MONTREAL - - QUE.

FOUNTAIN BRAND

A Good Rule

to follow in winning the confidence of the worthwhile customers is to use only the best.

The BEST in Threads is

"FOUNTAIN BRAND"
PURE IRISH LINEN

MANUFACTURED BY
ISLAND SPINNING CO., LIMITED
LISBURN, IRELAND

For evenness, strength and durability; for economy and satisfaction, they are all that the most critical could desire.

Ask our customers in the Clothing Manufacturing and Leather business why they use "FOUNTAIN BRAND" exclusively.

SOLE AGENTS FOR CANADA

Walter Williams & Co., Limited

MONTREAL 508 Read Building | QUEBEC 533 St. Valier St. | TORONTO 20 Wellington St. W. | VANCOUVER 217 Crown Bldg.

THE *Shuttleworth* STRAW HAT

Buy Made-in-Canada HATS

We take pleasure in offering to the trade

STRAWS FOR 1922

especially recommending for your consideration:

MEN'S SENNET, FANCY and SPLIT BOATERS made on the egg-shaped oval. They are LIGHT WEIGHT and ATTRACTIVELY TRIMMED. Other lines shown are CHILDREN'S HATS in JACK TAR, RAH-RAHS, also PANAMAS, PENITS and MEXICAN HATS.

Our hats are being shown the trade by:

H. W. LIND, 11 Cosgrave Bldg., Toronto.
D. FRED MORGAN, Mappin Bldg., Montreal.
H. PERCY DAVEY, Vancouver, B.C.
R. H. TURNBULL, Paris, Ont.
J. W. ZINK, Moncton, N.B.
GEO. FANSON, Winnipeg, Man.
and at the Factory.

J. R. SHUTTLEWORTH & SONS, LTD.

Manufacturers to the Retail Trade LONDON, CANADA

BRASCO COPPER STORE FRONT

Installed in New Fashion-Craft Shop, Hamilton by Taylor-Brasco Limited

The attractive progressive Outside Appearance of a High-Grade Establishment is an index to interior style and business methods

The spirit of ambition and progress in every normal person is a factor in attracting customers into magnificent stores, and you are advised to survey your establishment in search of your needs of Artistic Improvements, both inside and out, as a means to increase the number of your customers. We will submit estimates suggesting new designs (without obligation to you) for complete store equipment, store fronts, and interior fixtures.

TAYLOR-BRASCO LIMITED
Hamilton.

Send me suggestion for new store front. My present front is ..... feet wide, ... feet high. It is understood that this places us under no obligation.

....
(Firm Name)

.....
(Address)

Taylor-Brasco Limited

108 Merrick Street, Hamilton, Ont.

See our catalogue for Coat Hangers, Counter Stands, Racks, Show Cases, etc., and write us on Store Fronts and Interior Decorative Fittings

Uses "Stunts" as Business Getters

Some Novel Ideas Worked Out by Montreal Store—Cakes of Ice on the Sidewalk and Harvests of Straw Hats in the Windows—Avoiding the Serious Note in the Hot Weather.

ONE of the well-known men's stores of Montreal is that of David's, Ltd., which boasts two divisions, both located in the heart of the shopping section of St. Catherine Street West, and is popularly known as the "Store with a Conscience." This catchy little slogan has become familiar to thousands of readers of the daily papers through the medium of their own peculiarly individual and humorous advertising, and which might well be amplified truthfully to say, "the stores with a conscience and originality." The latter quality has come to the fore of late quite markedly, and although many of the original features have a strong resemblance to "stunts" pure and simple, yet they are one and all characterized by a saving humor which creates a feeling of "bonhomie" and good feeling between store and customer.

The inspiration of most of these novel ideas is accredited to the store's display manager, James Norman Soloman, to whom Men's Wear Review is indebted for a description of some of the most successful. According to Mr. Soloman, unusual methods win business, especially during the hot weather, when shopping is apt to be sluggish where the male sex is concerned. He, therefore, makes it his invariable practice to employ none but the most original and untried methods of publicity from the regular advertising copy to the window displays, and the very show cards themselves. "I try to have everything different," he explained, "and I usually adapt every good idea that has been successfully tried out in the States, in one or other of our stores, keeping the humorous note uppermost."

In explanation of his various methods might be cited the following, which have all recently been featured with great success. For instance, when the straw hat season drew nigh Mr. Soloman decided to create a summery atmosphere by arranging a window display representing a harvesting scene, complete with sheaves, farmer and wheelbarrow, the whole display effectively accenting the fact that the crop was a bumper one of "straws." This window brought in splendid business throughout the week that it was featured.

A "Frigid" Display

As the weather got warmer in June, straw hats of course became the usual display in all the windows along St. Catherine Street, and so considerable ingenuity had to be employed to get away from the stereotyped ideas in display. Elsewhere is shown one novel plan which drew large crowds of curious spectators and incidentally much business in straw hats. A huge cake of ice was deposited right at the front door of one of the David stores, inside which a perfectly new sennet straw was frozen. A neat show card set forth the statement, "Yours for Cool Straws—David's Limited." The huge ice chunk stayed on duty throughout a very hot Saturday and some of it was still visible on Sunday, although the straw hat was somewhat exposed. During its brief period of usefulness, however, it brought in a very considerable amount of business to the hat department. As will be noticed, an additional humorous touch was provided by the featuring of a gruesome skull and crossbones, in the right-hand window, with a card urging the "live ones" to "buy your straw hats now."

How is this for unusual advertising? A massive block of artificial ice in which a man's straw hat was solidly frozen. This is one of the clever ideas by J. N. Soloman, of David's, Montreal.

In this clever harvesting display, the hats were arranged on straw-covered supports, while a wheelbarrow full was displayed on one side. Price tags were used on every hat. Arranged by J. N. Soloman, of David's, Montreal.

Refrigerator on Sidewalk

Carrying out the idea of coolness and comfort in the midst of sweltering heat, Mr. Soloman conceived the plan of introducing the unusual scheme of placing a household refrigerator upon the sidewalk in front of the store entrance, with the cover invitingly open. But, instead of the usual blocks of ice, piled neatly upon the upper shelf, surrounded by products of housewifely skill, passers-by were amused to observe a minute specimen of colored humanity ensconced upon the rack, in the shape of a five-year-old colored boy, who wore one of David's best straw hats upon his crinkly head and a broad grin of his own manufacture. "He's keeping cool in a David straw" was what the showcard stated. All afternoon he sat com-

(Continued on page 46)

Sask. R.M.A. Draws Record Crowd

Eighth Annual Meeting of the Association is Marked by Much Enthusiasm, and Timely, Interesting addresses—One Hundred Per Cent of the Merchants in Saskatchewan Have Weathered the Storm of Business Depression—The President's Address.

SASKATOON, June 20.—The eighth annual convention of the Saskatchewan Provincial Branch of the Retail Merchants' Association of Canada was called to order at 10 o'clock, Tuesday, June 14, in the Byers-Butler Hall, Saskatoon.

S. D. McMicken, Provincial President, was in the chair, and in excellent form. The delegates at the morning session exceeded in numbers any convention recorded to date, and they continued to roll in all day from the furthermost corners of the great Province of Saskatchewan. Many more arrived for the trade section meetings, which occupied the whole of Wednesday, June 15th.

The Mayor's Welcome

His Worship the Mayor of Saskatoon, Dr. A. MacG. Young, tendered a most hearty welcome to the visitors, which was further amplified by Harley Henry, President of the Saskatoon Chamber of Commerce. G. Garfield Wray, boot and shoe merchant of Regina, replied to the kindly addresses of welcome.

In his address of welcome, Mayor Young showed a remarkable degree of familiarity with merchandising. He made an expert analysis of past and present market conditions, mentioning that the merchants were not alone when they faced a "buyer's" market, as the municipalities found they were in the identical position when they stepped out to sell their debentures.

"Considering the troublous time we have been through," said his worship, "Saskatchewan municipalities have made a surprisingly good showing, although in two or three instances municipalities had defaulted in their bonds. This merely should give a lesson to all merchants, many of whom are also municipal officers, to play the safe game in municipal finance as they did in their own business. And I urge you," said the doctor, "to accept such municipal office as the electors will give you. You owe a duty to the country to accept the highest responsibility of citizenship."

Sask. Merchants Weather Storm

Mr. Henry mentioned that in Saskatchewan almost 100 per cent. of the merchants had managed to weather the storm, and by the look of the crops there would be smooth water ahead for them. "The watch and wait policy has been played now as far as it pays to do it. The new watchword for you merchants and for us all is to 'go get 'em'."

The President's Remarks

The President's address was a modest one. Mr. McMicken stated that he knew that the secretary had covered everything pertaining to Saskatchewan, and the Dominion President, J. A. Banfield, would report Dominion progress. Therefore, he contented himself with a few remarks from brief notes.

Mr. McMicken suffered a most severe loss by fire in Moose Jaw within recent weeks, and he has a gang of thirty workmen building him a new store, "and there's only one thing on earth that could have pried me away from superintending that work," said the President, "and that is the work of the R. M. A." Mr. McMicken mentioned that nine executive sessions had been held, two sessions with the Government, one with the wholesale grocers, and one with the Board of Commerce. He spoke most enthusiastically about the spirit of fairness with which the wholesale grocers joined the organized retailers towards settling various contentious points, also the increasing disposition on the part of the Government of Saskatchewan to lend a sympathetic and attentive ear to any suggestions from the Retail Merchants' Association. The President states that an effort is being made to bring the retailers in the four Western Provinces and the Wholesale Grocers' Guild covering the same territory into closer harmony. Great progress along these lines has been made.

Secretary's Report

The Secretary's report certainly proves that the past year was a history-maker in the annals of Saskatchewan Association work.

The Secretary, F. E. Raymond, received a most flattering ovation when he took the floor.

"In connection with the matter of making the work of the Association more widely known, it is my hope during the coming year to be able to arrange for meetings at different points throughout the province, to which merchants from the adjoining towns would be invited, these meetings to be addressed by different members of the executive, and such other speakers as we are able to provide for, from time to time," said the Secretary of the Saskatchewan R. M. A. in his report to the annual convention.

As is the case of the Luxury Tax, the provincial office has had a vast amount of work to do in furnishing information regarding the application of the Sales Tax and in acting as a third party in the settlement of disputes between our members and some supply houses, who through a misunderstanding of the regulations had assessed the tax in error, or had perhaps charged an excessive amount. We have also been the means of adjusting to the entire satisfaction of all concerned a number of disputes which some of our members have had with the d partment at Ottawa, regarding the applic tion of the Sales Tax.

Meetings of the Year

During the year eight provincial executi meetings have been held. On June 11t the day following the close of our conve tion, the executive proceeded to Regina for t purpose, among other things, of meeting t Government ministers.

Discontinue Branch Offices

Another important step taken at t meeting was the decision to discontinue t district branch movement and to close t offices at Assiniboia and Kerrobert.

This form at organization had been clos watched up to this time and everythi possible was done to make it the succ that we had hoped for, but we were doom to disappointment.

Our gross loss in the operation of t Assiniboia branch was $2,464.89.

In the case of Kerrobert, which bran was started in January, 1920, our gross lo was $2,347.48. It was estimated that the coming year the cost of carrying on t work would in the case of each bran amount to approximately $4,500.00, wh would mean 180 district members payin fee of $25. As we had been carrying on the Assiniboia district since June, 1919, a as our membership at the time the bran was closed was only 70, we could not much hope of realizing the necessary amou I feel convinced that if it had been possi to make this plan of organization a succe the two men we had employed would ha done so.

Wholesalers Meet Retailers

Another meeting of very considerable i portance to the grocery trade, not only this province but of all three prairie provin at least, was held in the Board of Tra Rooms, Regina, on April 12th. Upon t occasion a committee representing the ret grocers, together with the remaining me bers of the provincial executive, met t representatives of the wholesale groc houses operating in Saskatchewan.

This meeting was important, both fr the standpoint of results obtained and t fact that it was a step in the direction closer co-operation between these two clas of business. A copy of the minutes of t meeting has been sent to the provinc secretaries for the Provinces of Manitoba a Alberta with a request that steps be tak to secure the endorsement of the wholes

houses there, although this is presumed to have already been given effect by the fact that the resolutions passed at Regina were endorsed by a meeting of the Prairie Provinces Wholesale Grocers' Association held in Winnipeg a week or two later. Another meeting to which all wholesale grocers selling in Saskatchewan have been invited regardless as to whether or not they have a house located here, has been arranged for in connection with this convention.

New Fire Insurance Organization

One other important move made during the year was the arrangement entered into with the Northwestern Mutual Fire Association of Seattle, Washington, which company absorbed our own company, the Retail Merchants' Mutual Fire Insurance Company, on December 1st, 1920. Under this arrangement all policies in force with the Retail Merchants' Mutual Fire Insurance Company were re-insured in the Northwestern Mutual from that date. On this business, as well as upon all new business written since, the Northwestern, through the Retail Merchants' Underwriters Agency, a purely Canadian institution, have allowed a dividend for the first two months of 35 per cent. and since that time 40 per cent. of the earned premium.

Praise for Organizers

A large amount of credit is due to our two organizers, Mr. G. W. Anderson and Mr. W. L. McQuarrie, for the efficient manner in which they carried on their work, which resulted in an increased membership, in spite of depressed conditions and an increased fee. Our membership at the close of 1919 was 1944 and at the close of 1920 it stood at 2,157, an increase of 213 for the year. Meetings were held in a large number of towns throughout their respective territories with good results, and in a number of cases active local organizations have been formed which give promise of good results to the local merchant.

Visit Government Farm

Following the luncheon hour, the delegates were guests of the local merchants and the United Commercial Travellers' Association in a delightful motor drive around the "miracle city." The Dominion Government Forestry Farm was visited, where Mr. McLean, the officer in charge, explained the Government's plan of assisting in the forestration of Saskatchewan and the beautifying of rural homes. Then the University of Saskatchewan was visited and an address was listened to in the new physics lecture room. The various departments of the University work were thrown on the screen and the delegates were instructed on the methods by which they could assist the Government to conquer field and garden pests and increase the prosperity of their neighborhood. Next the party visited the great plant of the "Quaker Oats" and "Quaker Flour Mills." Every process and operation was explained by well-informed guides.

"A New Line of Endeavor"

Following the drive, an excellent address was given by Dean Rutherford, of the University of Saskatchewan, on "A New Line of Endeavor for the Retail Merchant." Briefly Prof. Rutherford's address followed the past periods of Saskatchewan history, when Mr. McKay, at the Indian Head Experimental Station many years ago first introduced the present prairie summer-fallow procedure to conserve moisture and ensure crops As the grass roots and fibre of the soil were thus destroyed, the land was unbound and commenced to drift and blow. To-day the necessity is to grow binding crops of sweet clover, brome grass, and western rye, which further means stock, not wheat. He urged the retailers to help their customers to sense the new stage that this prairie is now entering and get down to sure and profitable mixed farming instead of continuing to gamble on wheat, with lean years, extended credits and failure.

"A Great Victory for the Retailer"

J. A. Banfield, Dominion President of R. M. A., in Addressing the Saskatchewan Branch at Its Annual Meeting, Says that the Government Is Now Beginning to Recognize the Retailer—Some Things the Association Has Yet to Do

SASKATOON, June 20.—J. A. Banfield, the Dominion President, in addressing the meeting, traced briefly the history of the R. M. A. to date. What it had accomplished, what it was still fighting for, and the need for greater membership and keener interest.

"All legislation is of vital interest to the retailer," said the President. "Not a bill is put through the house that does not indirectly, and most often directly, affect the retailer. No matter what the government does, it affects the consumer, and the retailer is the one immediately in contact with the public, so must bear the displeasure and suspicion, if any one must."

Recognizing the Retailer

At the same time Mr. Banfield pointed out that the Government is beginning to recognize the retailer as a factor to be reckoned with, and always one body that stands for anything fair and square. It is always in favor of anything that, as the President expressed it, "teeters," not all down on one end. The retailers are now called into conference by the Government on matters concerning them. "The last budget," said the speaker, "is the retailer's budget. It agrees with the recommendation that we made to the Government. It is fair, equitable, and efficient. When the retailers were called into conference along with the wholesalers and manufacturers, we got the cold shoulder from the latter," said Mr. Banfield. "I met one manufacturer who, when I asked him if he was going to the conference, smiled and said, 'No.' 'Why,' said he, 'we got a circular a month ago outlining what the manufacturers had decided to do.' Notwithstanding which," smiled Mr. Banfield, "the retail counsel prevailed."

A Victory for the Association

"When the retailers said that the tax should be collected at the fountain head—and it was so decreed—that was a great victory for your Association," said Mr. Banfield, "and after it was all over Sir Henry Drayton thanked the Association for the help it had given."

He commended the Ottawa merchant most highly, saying, "Whenever it has been necessary to have a delegation of merchants go at short notice before any body at Ottawa, the Ottawa merchants have responded most magnificently. We could have all we needed on 15 minutes' notice. They never spare themselves when Association affairs can profit by their effort."

Mr. Banfield remarked that those white haired boys, those paragons of virtue whom the Board of Commerce had occasionally uncovered, those who sold for cost plus on the rising market, or who through inefficiency had never managed to make a profit, where are they now?—down and out—on Bradstreet's and Dun's bankrupt list. They perished "unwept, unhonored, and unsung." The President touched on the turnover tax, saying that the Government never had made provision for the retailer passing on the tax, as was the case with the wholesaler and manufacturer. "How would you collect a turnover tax on a Greek restaurant, where the proprietor's hip pocket is his bank?" demanded the President.

Things Yet to be Done

Among the things yet to be done Mr. Banfield mentioned an efficacious "fraudulent advertising act," one that would make the manager co-responsible with the proprietor for misrepresentation. The present act has been found weak in this respect. The trading-stamp act is also in need of extension to include guessing contests, certificates and rebates. "The latter are a continuous uncertain outstanding liability," said the speaker. "Gambling is rampant.

Three-card monte and the like should be repressible by law."

The onus of responsibility in the case of adulteration, as of maple products, should also be taken off the tradesman. All such produce as hay in bales, etc., should, where practicable, bear the name of the producer. A department for scientific research should be authorized and organized at once. The subject of foreign purchases was touched upon.

Mr. McMicken humorously cited a recent case he had observed where an attractive card distributed by a manufacturer bearing the legend, "Buy in Canada," also bore the small note, "Printed in Albany."

Parcel post rates also came in for the attention of the Dominion President. "It is a disgrace that letters must bear a portion of the expense of carrying the packages of your mail-order competitor," said he. "Each department should stand on its own feet. It is unjust that any parcels should be carried in the post office at less than the actual cost of giving that service."

Pleads for Greater Membership

In pleading for greater membership th speaker said, "Don't under-estimate th value of the smallest dealer. You know tha he who is not for you is against you. In petition, the man with only a peanut stan may cancel your vote—even though you business is in the hundreds of thousand Get them all in with you. Every membe get a member."

Swift Current Man Heads Sask. R.M.A.

Final Day's Session of the Sask. R. M. A. Convention is Marked by Interesting Discussion, Passin of Resolutions and the Election of New Officers—the New Bankruptcy Law is Explained by Professor Arthur Moxon.

THE final day's meetings of the convention were marked by addresses on the income tax, the bankruptcy act and a debate on merits of a cash business versus a credit business. A number of resolutions were passed, as well as new officers elected for the ensuing year. The conventior will be held in Regina next year.

Income Tax Returns

Bert R. Masecar, official auditor of the Saskatchewan Board, stated that the questions in regard to the same mostly centered round the difficulty of writing stock in a falling market. Profits, it was explained, were only cash profits. Whatever they put through their books as their turnover, they had got to treat as their sales. Amusing illustrations of the ways of the income tax authorities were given by the President, who had waited a whole year for a reply to a letter and then was fined $1,800 for not making his return, reduced to $10, all because he had not the information he sought after.

New Bankruptcy Law

Professor Arthur Moxon gave an address on the bankruptcy law of Canada. The new act, he said, was "made in Winnipeg" and was probably one of the most admirably drawn pieces of legislation that had emanated from the Canadian parliament since Confederation. It was something lawyers tried to get for a number of years, and it was largely due to the intelligent efforts of wholesalers and traders of Western Canada they had now their excellent legislation on the statute books. It was honestly and fairly designed to give to the commercial community exactly what the community wanted, not what the lawyers, and if the statute was not satisfactory and did not do its work it was not because the lawyers interfered, but it was because the facts of business and the facts of human nature were too complicated to at once allow them to draft an act that would be humanly perfect.

Affects Status

The statute was going to be of very considerable importance to the wholesalers and retailers in the course of the next ten years, Prof. Moxon said. It was drawn fairly lucidly and carefully for a statute and would be in the hands of every intelligent merchant in the community, so that when the necessity came for doing the simple things required of the act, making claims in the assets of other people, etc., would show him just what his rights were without any necessity of referring to a solicitor or going to a solicitor and proving his claim.

The Resolutions

Among the resolutions was one to instruct the Secretary to supply Ottawa with a copy of the convention deliberations, for filing in the archives, and publishing if they thought desirable.

An attempt to add the chairmen of the trade sections to the Provincial Board was opposed by Mr. Morton, President of the Regina section.

A resolution, fathered by the Drug Section, complimented the Government on the new narcotics act, stating that they realize that it is not aimed at the legitimate drug trades, but against pedlars, and pledges the drug trade to assist in every way to keep the spirit of the law and assist in its enforcement. (The Pharmaceutical Association in Saskatchewan has already obtained twenty-two convictions for infractions of the liquor act and are determined to maintain the high character of the profession.) A suggestion was attached to the resolution asking the Dominion Secretary to lend his assistance toward having the Government supply uniform forms for the entering of the data required by the act.

An effort was made to have piano salesmen excluded from the Hawkers' and Pedlars' Act, so that they would not be compelled to pay $100 Provincial license fee to travel around selling pianos. One speaker in favor of the exemption stated that the cost of breaking in and experimenting with green salesmen would be prohibitive and the license is non-transferable. A speaker against any exemption said that the travelling piano salesman took business out of each district and brought nothing to the district, and that all reputable piano dealers already had local agents who contributed to the communities, etc. The resolution was defeated.

Officers Elected

The new officers are:

President, Jack Wood, men's furnishings, Swift Current, Sask.; First Vice-Presiden T. H. Masterson, Chevrolet dealer, Regin Sask.; Second Vice-President, G. Garfie Wray, shoe merchant, Regina, Sask Treasurer, S. E. Fawcett, hardware a sporting goods dealer, Saskatoon; Honorab Secretary, Ralph Miller, men's furnishing Prince Albert, Sask.; Permanent Secretar F. E. Raymond, Saskatoon.

The whole convention was a tribute to t good work done by the Saskatchewan Boa Staff, the trade section meetings entaili an enormous amount of work and organiz tion ability. Mr. Raymond had ab assistance from his assistant, H. J. Beverid H. T. Pizzey, secretary to the Implement a Auto Sections; F. L. Phillips, collection d partment; F. E. Bellow, accountant; M E. Evans, insurance; R. B. Evans, publicit Charles Woodman, traffic, and the t genial organizers, W. L. McQuarrie, w serves the North, and George W. Anders who serves the merchants in the South h of Saskatchewan.

JACK WOOD
of Swift Current, Saskatchewan, newly elected president of the R.M.A. of that province

Is Your Management Board too Large?

The Principle May Be Right, but the Application of It Wrong—Large Retail Firm Tells Experience to MEN'S WEAR REVIEW—Eradicating the Department Spirit—The Three Superintendents and Their Work.

IN many of the larger retail stores in Canada, the affairs of the firm are conducted by a Board of Management. Problems that arise from day to day or from week to week are discussed by this Board of Management. If a more aggressive advertising campaign is advisable; if better methods with regard to the merchandising of some of the lines carried are required; if problems of salesmanship arise out of difficulties that have been met by members of the sales force; if more aggressive salesmanship can be developed in the store; if it is desirable to improve the working conditions of the staff; if new plans should be laid for greater turnover by this or that or all the departments—if these or a score of other problems arise, the Board of Management meets, discusses them and takes some action with regard to them. This Board is usually composed of the heads of departments where there are not too many departments to make such a Board unwieldy. The motive behind the organization of such a Board is that, by giving a more active interest in the management of the firm's business to department heads, better results will be obtained in the yearly statement of their affairs.

A Board that was Too Big

But there are, after all, Boards and Boards. The principle of a thing might be perfectly sound; the actual application of it may be very unsound. If you have a Board of Management in your store that is not working harmoniously and to the advantage of the business, it may be because the application of a perfectly sound principle is faulty. This is the experience which the general manager of a large retail firm gave to MEN'S WEAR REVIEW recently. They saw where the fault lay, and they have corrected it to the decided advantage of the whole business. Not only are they getting better business but they are developing a better store spirit, a thing which counts for a great deal in these days when salesmanship is, more than for some years back, the driving force behind turnover. The simple fact was that the Board was too big.

Consisted of Department Managers

The original constitution of this Board was of the various department managers throughout the store. There were seven or eight of them, and they held regular weekly meetings to discuss all questions pertaining to the welfare and advancement of the store's life and interests. But the general manager noticed that he did most of the talking, most of the suggesting; in fact, most of everything in connection with these Board meetings. A certain matter would come up for discussion, he would ask for suggestions regarding it. Few suggestions were forthcoming. He would advise that the matter be left over till another meeting and that managers should give the matter more consideration so that they might come to some decision at the next meeting of the Board. But when the next meeting of the Board came there was very little more said or done by the members. Its activities became stagnant and the business was suffering thereby. The time came when a change had to be made and the interests of the whole business considered before personal feelings.

A Smaller Board

It was decided that a smaller membership should constitute the Board of Management and the idea of having it composed of department managers abandoned. The new Board was selected from men whose service with the company had exceeded ten years—three were selected—together with the advertising man, and a man from the office. The general manager was the chairman of the Board. It was felt that in this way all the store's interests were fairly and adequately represented. This Board encourages to the greatest extent all manner of suggestions from the members of the sales force, and these matters are duly considered by the Board at their weekly meetings. The clerks are made to feel, in this way, that they are a real spoke in the organization and that anything they have to suggest which they believe to be for the benefit of the business will receive careful attention.

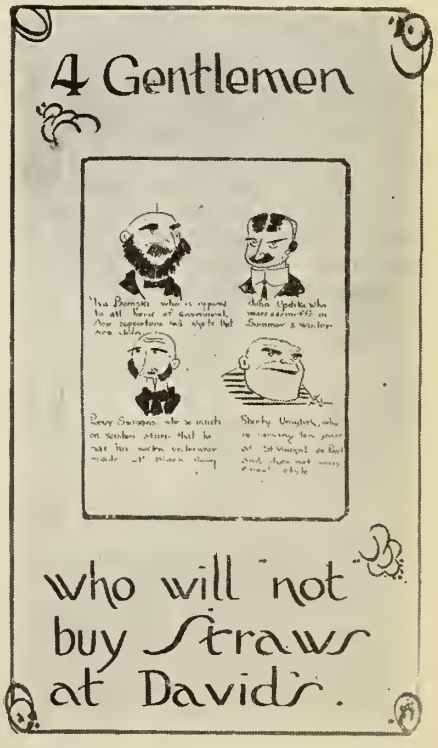
Developing a Broader Spirit

One of the difficulties under the old management—perhaps the outstanding difficulty—was that the department spirit was too strong. Managers were given a certain percentage on sales and, naturally, they did all the pulling they could for their respective departments, sometimes to the hurt of the store's business. If a customer came to one department and did not see there just what suited, but was inclined to go to another department, the clerk or the manager, as the case may be, was none too enthusiastic over the prospect. "Why," the manager would say to himself, "should I let one of my clerks go to another department to make a sale there to the benefit of that department and to the disadvantage of my own?" It can easily be seen that the interests of the whole store were not served in this way to the very highest degree.

The Three Superintendents

Under the new arrangement of the Board these three men, selected from those who have seen many years of service in the company's employ, are now superintendents. They have a "store" spirit rather than a mere "department" spirit. They supervise everything and are active on the floors of the establishments all the time. They have eradicated the department spirit to a very considerable extent. Salesmen now go from one department to another with freedom, feeling that their own department is being served better when the customer is satisfied, no matter from which department she may be served. The three superintendents take the floor alternately, and thus get a better hold of the whole store's business and see where weaknesses are either in the organization of the business or in the sales force.

According to the general manager this new plan is working very satisfactorily, and he believes that the only trouble was that the Board was too large.



Original show cards designed by J. N. Soloman, of David's, Montreal.

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NO CAUSE FOR PESSIMISM

IN a current issue of MacLean's Magazine, Lt.-Col. John Bayne MacLean, the well-known financial writer, sees no occasion for pessimism, but cautions extreme care during the coming months. In part, he says:—

"At the outset, let me say that we can find nothing in the Canadian situation that should cause pessimism, but there is much reason for extreme care for the present, combined with good hope for the future. There is no strong reason in sight for the opinion, so freely expressed, that the worst is over and that we are now on the upgrade of business improvement. We have a long way to go in Canada in liquidation; that is, in a clearing out of high-priced merchandise, in lowering wages and costs of doing business, and procuring a larger output per unit or man, and particularly in getting lower transportation costs, before we bring Canadian selling prices to the basis on which the world can afford to buy for some time to come. Sam Gompers is clear on the lower wages question. In his recent pronouncement he demanded the continuance of the present standard of wages; not the present wages, which he knows cannot be maintained when other costs go down.

"Well established businesses, efficiently conducted, that have avoided over-expansion will come through the critical period all right and help Canada to hold domestic and to regain and develop foreign trade on which our future depends so much. They will pick up the business the weaker concerns are unable to serve. . . . But there are trying times ahead for badly conducted, under-capitalized concerns, and hardship and suffering for inefficient workers. They will not and cannot stand up under the keen competition for business and jobs."

MORNING SPECIALS

SOME of the aggressive business men are finding new profits in running specials for the morning hours. Their reason for so doing is twofold. In the first place, they are in search of every new plan that will increase turnover during the present year. Despite the fact that last year was one of the best, if not the best, in their history, they are out to beat it this year, and MEN'S WEAR REVIEW knows that some of the most aggressive firms are doing this. Morning specials, therefore, appeal to them as one means of increasing turnover. In the second place, they figure out that people will come out in the afternoons in any case, and that it is not necessary to offer them specials for the latter half of the day. In some cases these morning specials are being offered on the morning of the half-holiday which obtains in so many towns and cities during the summer months.

POSTAL RATES AND BUSINESS PAPERS

THE British letter rate to Canada has been doubled, being now 4c. instead of 2c. There was a proposal to increase the postal rates on business and trade and technical newspapers sent to Canada, but the Government after looking into the matter decided not to do so, and when an announcement to that effect was made in the British House of Commons on June 9th it was, according to cables appearing in Canadian newspapers, greeted with tremendous applause. The Postmaster-General pointed out that even the leading daily newspapers in Great Britain opposed any increase of rates on technical and trade newspapers because it would hamper British spirit and enterprise overseas as compared with the United States and Germany, and would retard the recovery of British export trade.

Sir Geo. Foster said that the British Trade Commission, of which he was a member, had found, chiefly on the evidence submitted to them in Australia, that the reason German manufacturers had secured such a powerful and increasing hold on the Australian market was their persistency in salesmanship. Sir George did not get the whole story, or if he did he failed to apply it. That salesmanship was spoken and written. The way for German salesmen was prepared in advance. Their advertising in the business newspapers—printed in English sometimes—preceded their salesmen for two or three years and it came to the desks of their customers weekly or monthly to supplement the calls of their salesmen—to work for them while their salesmen were not there. Germans were much better and more persistent advertisers than British in the Canadian field before the war.

THE PROPORTION OF ONE IN SIX

Henry M. Stanley, in his autobiography, tells of the boys who were his fellow inmates in the workhouse where he spent his youth. "The fat-witted majority," he says, "were just six times more numerous" than the boys with energy and initiative. "This proportion of one in six is very common in the world," he continues. "In ships that I have sailed in, among the military companions with whom I have campaigned, among the blacks and whites in my African expedition, in the House of Commons and in Congress, the leaven of one in six seemed to be required to keep things rightly going."

The saving one in six—the noble order of go-getters—the blessed little remnant of those who do not wait for things to straighten out but resolutely set themselves to straighten them out—how much more they are needed to-day than ever before! Business men grumble about this and that, but the members of the noble order of one in six are wasting no time in grumbling; they are busy getting men and machines in motion again.

J. M. O'Hara, traveller for the Empire Clothing Co., died on June 24th after a two-weeks illness.

The Great Western Garment Co. Ltd., of Edmonton, are offering a new issue of $200,000, 8 per cent. cumulative, first preference shares at par.

Featuring Style in Boys' Clothing

Fall Designs will be Models of Up-to-Dateness—Novelties will Help Retail Sales—Hard-Wearing Tweeds, Serges and Worsteds in Navies, Browns and Greys.

"SPECIAL emphasis will be laid upon the matter of style in boys' clothes this fall and winter," remarked a leading Montreal manufacturer to Men's Wear Review this month. "We are working on the theory that it is up to the manufacturer to supply the retailer with as much sales stimulant as possible, and apart from the question of price, which is, of course, partly up to the retailer, style alone will provide a very satisfactory stimulant."

Novelties are always sought at all times, and their introduction keeps customers constantly in the market. However, customers buy with various wearing qualities in mind and manufacturers have recognized the fact in planning fall styles.

Fabrics and Designs

Hard-wearing tweeds, serges and worsteds in practical dark colorings in small inconspicuous patterns will undoubtedly be most in demand for school and Sunday suits. Navies, dark browns and greys seem to share honors equally, showing most originality in the cut and finish of the suits themselves. The tendency is to follow a mannish style, semi-fitted at the waist line with a belt in almost every case. Either square or pointed shoulder yokes are indicated as providing a smooth shoulder effect in conjunction with the vogue for inset pleats, copied from the sports clothes designed for men this season. Either single or double insets are featured on the backs of the coats and on the pockets, so that the latter may have adequate reinforcement against undue strain. Detachable belts are a new feature of one line of fall suits, buttons being provided to each side, so that only the rear section of the belt is stitched on. If the boy prefers the front unbelted, it can be taken off entirely, giving another effect to the garment. Retailers report that the more pockets the suit has, the better it is liked by the youngster who is selecting his new outfit, and probably for this reason the makers are featuring an extra pocket this season, making four altogether on the outside. The vertically posed slashed pocket on either side of the chest is popular, as are also the large patch styles in military design.

Serge suits show straighter lines and strapped pockets, but belted as usual. Both breeches and bloomer styles are offered by the makers, with the preference shown for the latter. In little boys' suits, only straight trousers are shown, and the coats have rounded collars finished with self-colored silk tassels which tie in a becoming knot.

All the linings and pocketings, etc., which go into the manufacture of juvenile and boys' suits are of an improved quality this season, owing to the lowered cost of production.

Overcoats

Overcoats in the usual rough and smooth finished fabrics are shown in addition in heavy and lighter weights, the latest idea being the prominence of smartly cut and durably finished raincoats for boys, designed exactly like those for men. Various shades of gabardine in a cravenette finish are employed, both wool and cotton textures. These are designed in military style with convertible collars, smart belts and raglan sleeves, and are half silk-lined in rich shot-silk effects. In boys' sizes, ranging from 6 years up to 15, these are selling to the trade from $9 to $15.

The makers of these new raincoats emphasize the fact that they are really designed as first-class utility coats for fall and spring wear, for all-round use, as they are entirely free of rubber and have no disagreeable smell when subjected to heat of any sort. The process of waterproofing the gabardine renders it practically untearable, another advantage where strenuous wearing qualities are taken into consideration.

Manufacturers of boys' clothing of all descriptions emphasize the point of correct display in retailing, and complain that in the majority of stores juvenile clothing is too generally shown in piles or hung carelessly on hangers or racks, methods which do not tend to increase sales of clothing. In the case of raincoats, one prominent manufacturer pointed out that to sell this class of garments with real success, they must be shown on forms, carefully arranged to show the smart cut and the swagger effect of collar and belt. A raincoat hanging limply from a wire hanger is a sorry-looking garment, even though made from the best of materials. "Show them in a life-like manner and every customer will want them," commented the maker.

Novel Window Displays

In the same way, the clothing manufacturers argue that window displays next season should be handled in various novel ways, particularly where school suits are concerned. "Interest mothers by emphasizing the various new style points in a suit," explained one maker to Men's Wear Review, "and selling will be much easier. The average mother only cares about the appearance of the suit anyway; she takes it for granted that it will wear well. I would advise the retailer to play up school suits early, arranging them in the windows with plenty of suitable accessories. The idea of using colored ribbons from the corners of the window leading to the collar or the pockets, or whatever is new about the suit, will immediately attract attention from passers-by, who would not recognize the improvements in style otherwise."

This practical hint will be of benefit towards the close of the holidays now beginning, when mothers will be considering the problem of school suits from every angle.

"The Huckleberry Finn"

The suit for every purpose, developed in all-wool, imported cloths, lined throughout with wear-proof twill and allowing for all kinds of strenuous movement by the addition of inverted pleats in the back and in the pockets. Four pockets are provided in the coat as well as a novel detachable belt, permitting different effects. Bloomers with governor fasteners or breeches, together with a smart, silk-lined one-piece cap are supplied to complete this outfit.

Shown by the Fashion Boys' Clothing Co., Montreal. Photo by Photo-Kraft Studio, Montreal.

Getting Mailing List of 5,000 Boy

Successful Contest Run by Scovil Brothers of St. John, N.B.—Importance of Launching It—Hints About the Contest—Christmas For the Boys—Believe That Spring is Best Time for Contests.

THE accompanying photograph shows the result of a hotly disputed boys' guessing contest, as recently conducted by the firm of Scovil Brothers, of St. John, N.B. The bicycle, as may be seen, was the coveted trophy, and is shown with its proud owner before the King Street entrance of the store amid a throng of envious playmates.

According to A. N. MacLean, secretary of the firm, this contest was decidedly worth while, and the firm is now running another, along precisely the same lines. "The idea is quite simple," stated Mr. MacLean to a staff member of Men's Wear Review, "but it was altogether amazing how productive it was of results. We have always maintained a birthday book in our boys' department wherein the names, addresses, ages and birthdates of our young customers are entered. A neat birthday card is mailed to any boy whose name figures on this list, conveying Birthday Greetings from 'The Boys' Shop, Oak Hall, St. John, N.B.'

Adding to the List.

"Occasionally it becomes necessary to freshen up this list and infuse new life into it, and a free-for-all contest such as this is about the best method of doing so.

"We started this one right after Easter," continued Mr. MacLean, "by advertising in all the local papers the fact that a dandy new bicycle would be awarded to the boy who guessed nearest how many pennies were in a large glass jar, sealed up, in our window. Each dollar spent in the store entitled the purchaser to one ballot, and special inducements were hld out to purchase a suit at $15, which would entitle the boy to fifteen guesses.

Between 4000 and 5000 Guesses

"The boys evidently appreciated the idea exceedingly, as between four and five thousand guesses were registered altogether. This meant $4000 extra business, besides supplying us with a brand new mailing list and further names for our birthday book.

"The contest ran about three weeks, and each contestant submitted anywhere from one to thirty guesses. We made quite a formal occasion of it at the outset, and had the pennies sealed up by the Mayor of the city. We observed also that the response on the part of the parents was quite remarkable and, incidentally, many mothers mentioned that they appreciated our having sent birthday cards to their sons, adding 'you certainly look after the boys splendidly,' which is high praise to any store.

Here is a picture showing the winner of the boys' contest conducted by Scovil Brothers, of St. John, N. B. The proud possessor is ten years old.

How the Ballot Was Arranged.

"Each ballot was duly filled out with the necessary particulars and dated with a rubber stamp by us, in order to prevent any difficulty, should two contestants have entered the same guess. In case such a thing occurred, we announced that the first entry would win. The advertising was carefully adapted to appeal to the boy through his parents, as we realized that few, if any, boys read the papers. Our window was, therefore, carefully dressed during the contest with a well chosen assortment of boys' suits and furnishings so that parents or boys might receive suggestions as to the prevailing styles, and this idea resulted in a good volume of business. The bicycle and the jar of cents occupied the centre of the window until the contest closed, and then the youthful winner was invited to come and stand in the window for a while at an hour when most of his less successful competitors could assemble to see him claim his prize. His ballot was also posted up for comparison. A regular presentation ceremony was gone through and the winner received his bicycle from the hands of Civic Commissioner Jones amid much applause. He then posed for the photograph on the bicycle, which we have used in our advertising.

Hints Regarding Contest.

"There are one or two points to be borne in mind by anyone who run a similar competition," added Mr. MacLean. "If coppers are used, they should be both small and large sizes well mixed, or it would be a comparatively easy matter for anyone to fill up a similar jar with cents and arrive at a close result. This has been done often in the case of bean jars or barley grains, where the sizes are more or less alike, and I have known of several cases where the winner has admitted to having experimented with the beans or barley grains at home until he was almost positive of the correct number. All the fun of the thing is lost when such methods are resorted to.

Spring the Best Time.

"Spring is the best time of year for running competitions, although we did very well last year in presenting hockey sticks to all boys leaving their names and addresses. This stunt cost over $500, however, and lacked the element of excitement that a contest always entails."

Christmas For the Boys.

Every Christmas Scovil Brothers hold a regular fete for their boy friends, when Santa Claus makes a special trip to their store and a reception is held. Just prior to school closing a perso

(Continued on page 26)

Some Hints on Hat Salesmanship

Methods Followed by Scovil Brothers of St. John, N.B. — Showing a Thousand Hats a Minute—Smaller Sizes Being Worn—"Why Don't the Ladies Stay Home."

SELLING hats is robbed of half its problems when an up-to-the-minute equipment, like the one shown in the accompanying photograph, is installed in the man's store. This particular method was recently inaugurated by the progressive maritime firm of Scovil Brothers in their St. John store, and enables a salesman to display over a thousand hats in less than a minute.

Some months ago the western end of the store was altered, owing to the establishment of a bank next door and in consequence, Oak Hall, as Scovil Brothers' store is named, was able to add many thousand feet of floor space to its already spacious area. The main floor section recently added is very handsomely appointed, being finished in buff with solid oak fixtures. Rich panellings enhance the dignified character of the interior and, since the addition of several large display windows and a western entrance, the effect is unusually striking from any angle. Mirrors are plentifully distributed about the headwear department, arranged in single, double and triple style at various angles to ensure different lighting effects. To the left and rear of this section are several fixtures of the same handsome design, in which many rows of drawers contain quantities of caps for men of all types and ages. At the extreme rear is the baggage section, divided into separate compartments according to the size of the various types of trunks.

Hat Arrangement.

But to return to the hats. Each hat, whether felt or straw, is placed upon its own hook and bears a small tag, stating size, color, stock number and price. All the hats of one size are assembled together on their own individual row and at the mere touch of a spring the whole rack moves forward and turns around if required so that the customer can see the entire display at one time. Customers appreciate this sort of service, explained the sales manager, and often ask to be allowed to pick their own hat from the rack, instead of submitting to suggestions from the sales staff. To the average man hat buying is a nuisance and he usually needs a good deal of assurance that any particular model really becomes him. Perhaps it is to make assurance doubly sure that men are so often accompanied by their wives when a hat is being sought. And when these occasions occur, there is considerable difficulty experienced on both sides. "Why don't the ladies stay home instead of coming with their men folks for a hat?" demanded one exasperated young salesman of Men's Wear Review. "We men don't go to millinery shops with them, so why should we allow women in a men's store? They never like anything and they sit there and criticize and pass remarks until the man doesn't know what to take. Selling is easy when the man is alone, but it is 'some job' to sell a hat when his wife is along too. I'm in favor of having a waiting room for the ladies where they can pass the time while their husbands try on hats," he concluded, with a laugh.

Changing Sizes.

Most men, it was explained, are experiencing some difficulty in having hats fitted this season, owing to the fact that sizes are running smaller than usual. Where the average size used to be around 6⅝, the call now is for 6⅛ and up to 6⅝. This is not a sign that men's heads are growing smaller, but because American hatters especially are featuring the snugger fit, which necessitates the purchaser's careful attention in trying on new models this spring. One well known American make is especially affected in this manner, and it is as well for hatters to be on the look-out for complaints from customers who insist upon their usual regular size.

Rough straw sailors were selling rapidly for Victoria Day wear, although the straw hat season does not open in New Brunswick until June first.

Consumer Preferences.

Customers show a marked aversion to paying more than a moderate price for hats, it was stated, the average price this spring for felts being between $5 and $7, and for straws about $4 apiece. An interesting side-light on hat selling was mentioned in regard to the choice of colors manifested by customers. It is a distinct error to allow a man to select such shades as lizard green or slate gray if he has a pronounced tan complexion or is pale and lacking in robust coloring. Such colors may appear alright inside the store, but outside, under strong sunlight, such tones lend a greenish tint to the wearer's face, or further accentuate his tendency to pallor. The new pearl gray soft hats owe much of their popularity, it was explained, to the fact that they "go" with everything and suit most average types and complexions.

Selling Hats in the Maritimes

Maritime province dwellers are not especially extreme in their headwear tastes and consequently salesmen often have to exercise more tact and intuition when a sale is under way than they do in almost any other variety of furnishings. One expert in the hat business in St. John told Men's Wear Review that a salesman "must never tell a customer bluntly that he has not a certain type of hat. He must rather ask the purchaser to look round at the stock himself and see if there is something which appeals to him personally. At first the sight of hundreds of hats will bewilder him, but after he has tried on a few, he will quickly recognize the good and bad features so that when it comes to a final choice, he will entirely forget the fact that he came in to the store demanding something 'just like my old one.' In selling hats successfully, it must be remembered that this particular item of masculine apparel is the one which impresses the wearer's personality upon his friends most definitely. If he is wearing an old fashioned, shabby hat or an unbecoming shape or color, nine times out of ten, a salesclerk could make a friend for life out of him by introducing the subject of hats tactfully while other shopping is being transacted. "If your customer is a young man," explained the hat expert, "show him a novelty if you are positive that it is his style, and where older men are concerned, be watchful about color and shape."

Ex-Army Men and Hats

The antipathy displayed by ex-army men to using umbrellas at present, on rainy days, is curiously proving profit-

(Continued next page)

Novel Display of Hats

A leading St. John hatter featured an attractive straw hat window around the holiday time which was centred by an orange colored display card lettered in black, stating: "Time to put away your old felt hat or straw," and exemplified the idea by reproducing a clock dial with the mouths used instead of numerals, the hands pointing to May and September. This card caught the eye of many passers-by and resulted in considerable business.

The summer of 1920 was an exceptionally good hat season with all dealers, hardly a hat being carried over to this year. The custom of cutting prices early does not figure as prominently in Maritime haberdashery stores as it does in Upper Canada, and July is usually well advanced before any reductions are made.

Interior view of the new hat section recently opened in Oak Hall by Scovil Bros., of St. John, N. B. A re-blocking and cleaning department is also a feature of the hat section of this store.

able to the hat trade, as few felts will stand many thorough soakings without looking somewhat the worse. Dyes, however, are much improved this season, and several lines are guaranteed fast color..

American hats are practically off the market, it was stated, and the majority of customers seem to incline to the opinion that Canadian-made headwear was "as good as the best."

Getting Mailing List

(Continued from page 24)

letter is mailed to all the boys on their list, inviting them to be present at the Depot and accompany Santa to the store where a free distribution of candy is made. Thh excitement on these occasions, according to Mr. MacLean, is intense, as from three to four thousand youngsters and parents turn out to honor the saint, and the reception is necessarily carried on at the rear of the store on the mezzanine floor, in order to prevent damage to the store front from the pressure of the eager throng. Altogether some $150 worth of chocolates, in individual packages, were given away last Christmas on the one day when Santa appeared, and in many cases the sales staff were told by customers that they had come many miles to town to let their children enjoy the fun. Rural trade is especially attracted by such stunts as this, from the very lack of excitement in the average family's life. Scovil Brothers even go so far as to include toys in their children's department at the Christmas season, and find that they are distinctly appreciated. A "Kiddies' Haircutting Shop" is also maintained in connection with the juvenile clothing section and is modelled after the latest improved ideas in large metropolitan centres. A capable barber is always in attendance and a few toys are generally left lying around with which youngsters can amuse themselves while the shears are clipping off unruly curls.

Another Contest at St. Stephen.

Speaking of contests, Mr. MacLean explained that their St. Stephen branch was at present running a similar guessing competition for a Ford touring car, which was proving decidedly attractive to the local and rural trade of that town. A large jar of mixed beans figures in this case, and the automobile is parked right in the centre of the main floor of the store, where customers can climb in and feel how the wheel turns. This contest will run six weeks altogether and it is open to everyone, big and small, who purchases merchandise worth one dollar or more.

Schoolboys' Composition

Winnipeg Firm Gives Valuable Prize List

Chevrier's, the Blue Store, of Winnipeg, have just closed an interesting and novel campaign in which the literary skill of youths was brought to the fore. This contest was free to all school bo and had no strings attached to There were three subject given on a one of which the contestants mig write their composition. These we "My Mother," "My Home," or "M Classroom." The contest was broug to a conclusion on May 28th. An induc ment was offered for the composition "My Mother" and a special prize of electric Singer sewing machine give The list of the prizes given was as f lows:

Boys up to 9 years—
First prize—A juvenile automobile.
Second prize—$10 in cash.
Third prize—$5 in cash.
Fourth prize—$4 in cash.
Fifth prize—$3 in cash.
And ten other dandy prizes.
Boys of 10, 11 and 12—
First prize—a juvenile automobile.
Second prize—$10 in cash.
Third prize—$5 in cash.
Fourth prize—$4 in cash.
Fifth prize—$3 in cash.
And ten other dandy prizes.
Boys of 13 years and over—
First prize—A bicycle.
Second prize—A bicycle.
Third prize—$10 in cash.
Fourth prize—$5 in cash.
Fifth prize—$4 in cash.
And ten other superb surprises.

Irvine & Anderson have open up a new store in Red Deer, Albert It is in the west Smith & Gaetz bloc

Suggestions for Show-Cards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

SOME REMARKABLE SUMMER SHIRT VALUES.

STYLE OF THE VERY LATEST AND TAILORING OF THE MOST DURABLE.

HOT WEATHER CLOTHES IN THE LATEST MODELS.

THE STORE THAT IS AWAKE TO YOUR REQUIREMENTS.

OUTING ACCESSORIES FOR THE BEACH.

QUALITY FABRICS—PROMPT DELIVERY—LOW PRICES.

STYLES THAT ARE THE BAROMETER OF FASHION'S DECREES.

OUTING SHIRTS IN COOL STYLES AND FABRICS.

THE GROWING FEATURE OF THE SUMMER OUTFIT—A PANAMA.

FANCY STRIPES IN THE LATEST NECKWEAR.

COMFORTABLE UNDERWEAR FOR THE ATHLETE.

THE STORE OF CLOTHES FOR YOUNG MEN AND THEIR ELDERS.

WE DON'T KEEP THESE SHIRTS—WE SELL THEM.

MERCHANDISE THAT RENDERS SERVICE IN QUALITY AND FABRIC.

IF YOU ARE LOOKING FOR NEW NECKWEAR, LOOK HERE.

THE ONLY THING CHEAP IS THE PRICE.

OUR MERCHANDISE HAS THE GUARANTEE OF OUR NAME.

HIGHER QUALITY AND BETTER WORKMANSHIP CANNOT BE OBTAINED AT A MORE REASONABLE PRICE.

A SPECIAL IN OUTING TROUSERS FOR THE SUMMER MONTHS.

SUMMER SHIRTS AND ATHLETIC UNDERWEAR AT POPULAR PRICES.

PURE SILK HOSIERY IN THE NEWEST SHADES.

A COMFORTABLE SOFT COLLAR IN THE LATEST DESIGN.

DISTINCTIVE DESIGNS IN SEASONABLE NECKWEAR.

THE NEWEST MODELS IN STRAW HATS.

DISTINCTIVE DESIGNS THAT MEET THE DEMANDS OF FASTIDIOUS DRESSERS.

SOFT COLLARS IN LOW, POPULAR SHAPES.

PALM BEACH SUITS—COOL AND COMFORTABLE.

EXCLUSIVE PATTERNS IN SUMMER NECKWEAR.

COOL SHIRTING FABRICS FOR THE OUTING SEASON.

THE SUMMER CLOTHES YOU REALLY WANT.

CLOTHES WITH THE DOUBLE GUARANTEE OF STYLE AND QUALITY.

Prospects Bright for Fall Trade

St. John Merchant Believes That Next Season Trade Will Open Out Well—Finds Workingmen's Business Profitable—Educating the Public on Price Tendencies—Departmentalizes His Store.

THINGS are pretty difficult just now according to Donaldson Hunt, a leading clothier of St. John, N.B. "I am looking for improvement by next Fall," said Mr. Hunt, to Men's Wear Review. "Every three years there is sure to occur one that is better than the other two; they go in cycles of threes, and I believe Fall 1921 is going to usher in the good year."

Store Arrangement.

The store itself is a model of systematic arrangement, and is large and well planned. In area it is about 100 feet by 40, with a large office on the mezzanine balcony leading off the main floor. All down the left-hand side of the store, as one enters, is one continuous clothing rack, upon which long rows of carefully hung coats are ranged in methodical precision, each coat hanging exactly over the accompanying trousers which are carefully folded on the floor of the wall case. Rows of drawers protect the stock from dust, and each is labelled with its size, price and stock number and grouped according to price so that customers can select their model at a glance without disarranging a number of other suits in the course of their search. On top of this long case is displayed an unusually effective showing of luggage of the better sorts, which shows up well against the white walls and oak woodwork of the fixtures. At the rear of the ground floor the entire back wall is encased in wardrobes with mirrored fronts which contain a sliding clothes rack in each compartment. There are some fourteen sections, each stocked with clothing of a certain color, all the blues, greys, browns and mixtures having a distinct division for each individual shade.

Store Departmentalized.

The store is managed on departmentalized methods, since it includes everything for men from headwear to footwear, and has even a separate and attractive section for workingmen's apparel.

The usual accessories, gloves, hosiery, neckwear, etc., are each stocked and displayed in suitable and well arranged fixtures, and everything which can possibly convey the Hunt name is stamped with this individual mark. "They tell us we have got a most original trademark," said Mr. Hunt to Men's Wear Review, as he exhibited the artistic scarlet shield and script lettering embroidered on a black silk label and stitched on every garment in the store. This trademark, by the way, is most effectively employed as a decorative finish to gift boxes at Christmas time, the shield being reproduced in the seasonable shade of scarlet and the lettering in black. Gifts thus boxed are decidedly good-looking and possess more dignity than in the conventional style of boxing.

Merchandising Methods.

Mr. Hunt's merchandising methods are based on the most successful ideas tried out in larger centres, carefully adapted to the needs or peculiarities of his fellowtownspeople. "St. John men enjoy the reputation of being behind the times in clothing matters, but this is not so," he explained. "Our young men are as particular as any, when it comes to style points, while our older men think more of value and suitability in their clothes. Extreme models sell plentifully to young men, perhaps because we are so close to the border of the great republic south of us, and new styles catch on here quicker. Whenever I find it necessary to run a sale, I usually feature a discount on one line of merchandise only, say raincoats, for example, and nothing else is included in the sale. The advantage of such a plan is that you attract your customer to the store by means of one line advertised, and in practically every case you will sell him several other items of merchandise from regular stock. St. John merchants generally have found the special sale of one line of merchandise to be the most successful method, however I sometimes run a "stock reduction" sale when everything is included. Week-end sales usually are most successful, and many out of town customers appreciate them, especially as we are open until 10 p.m. on Saturday nights."

Workingmen's Trade.

Window and interior unit displays are a hobby with Mr. Hunt, although he gives the credit for the effective grouping of the merchandise to his son. Small groups of finer quality goods, artistically placed up, are always interesting to customers, even in a medium class trade, such as constitutes the greater bulk of the buying public. The workingman's merchandise is also displayed along these lines, all together, at the rear of the store so that the man in search of overalls or workshirts is not necessarily embarrassed by close proximity to the purchaser of full evening dress or silk hosiery.

"Is the workingman's trade profitable?" was the query put to Mr. Hunt, to which he replied that it undoubtedly was, and required just as close study as any other line. "There are so many branches to consider, and it is absurd to say that all laborers wear the same type of clothing," said Mr. Hunt. "In gloves, alone, there is a wide choice to select from, carefully adapted to every possible occupation where the maximum protection is essential. And later in the summer, when the tourists arrive, we will adapt these special displays to appeal to them. The average American is anxious to stock up on Canadian-made merchandise and in the early fall months we do a large overcoat trade with visitors to our city."

(Continued on page 29)

Paid for Advertising in Three Days On Plan Outlined in Men's Wear Review

John A. McDonald, men's wear merchant in St. Catherines, pays his tribute to Men's Wear Review by stating that he got a good deal of business by utilizing an idea to which we gave publication some time ago regarding the sending of a cheque to a prospective customer and allowing the customer the amount on the face of the cheque on a suit of clothes or an overcoat, as the case may be. Mr. McDonald, in trying out this scheme, stated that it worked so well that the cost of the advertising was paid for in the first three days of the event.

Mr. McDonald to a representative of Men's Wear Review told an amusing incident in connection with one of the fac-simile cheques. One of the cheques was sent to an old customer who had moved away but the postal authorities had forwarded it to him and he finally received it in Cornwall. He apparently thought that someone had made him a present of five dollars so he presented it to his butcher in payment of a bill. The butcher sent the cheque to his banker and had it credited to his account and the cheque was finally forwarded to the clearing house in Toronto to be charged against Mr. McDonald's account. When it was presented at St. Catherines the mistake was discovered and Mr. McDonald was asked if he would stand good for the account. He refused.

The Markets at a Glance

Business Between Retailer and Consumer Better than Between Retailer and Wholesaler and Manufacturer—Usual Seasonable Activity in Summer Lines—Big Straw Hat Season—Imported Lines in Hats Active.

REPORTS from wholesale and manufacturing houses are to the effect that business between retailer and consumer is or appears to be better than between the retailer and the wholesaler or manufacturer. In other words, the retailer is still selling more than he is buying, and that means that his stocks are not down to rock bottom as yet. His business seems to be fairly brisk. Men's Wear Review stated some time ago that the period of keen competition was upon us. Men's wear dealers who fully realize this are out after business in a very aggressive way and our information is to the effect that they are getting it. They have their stocks in such shape that they can buy on a plentiful market such things as they can turn over quickly and realize some profit on. Generally speaking, business in the last six weeks has been very good. April business was not so good; but we have talked with a number of merchants who have done better business, month for month, this year than in 1920, splendid year though that was.

There is little change in any of the markets to report. The warm weather has given a fillip to trade, and the retailer has been getting rid of some palm beach suits and many straw hats. Otherwise, the clothing situation is comparatively quiet. The retailer's placing for fall has been light in comparison with a year ago and leaves the manufacturer in more or less of a speculative mood. All eyes are turned to the western wheat fields now and there is a feeling that, if the crop is bountiful, fall trade will be better than appears from the orders already placed. There are indications that manufacturers' stocks are getting low, for some of their buyers have recently gone to England to select materials to go ahead with for the next season.

While some of the travellers have been out on the road with fall shirting, the commitments up to date have not been large, they say. Lines are being shown for fall as low as $12.00 a dozen, but the retailer is not buying very heavily of the very cheap lines, but is looking rather to the moderately priced ones. The range of $15.00 and $18.00 is a large one. In the finer silks and flannels prices go as high as $84.00. Many shirt sales have been featured throughout the country and the reports we receive are to the effect that they have been signally successful. If the consumer is as low in other lines of his wardrobe as he appears to have been in shirts, there must be a good boom coming one of these days.

Some of the fleece-lined underwear lines have recently dropped a little in price, ranging from 15c. to $1.00 a dozen. Fall placings continue on a conservative basis.

English houses with Canadian representatives have fixed prices on hats till the end of the year. Importers state that they have done a very good fall business on their English lines; the new tariff regulations do not seem to have adversely affected business. The fall blockings on Canadian felts have been encouraging, though there is a marked conservativeness in this as in all other fall commitments. It has been a very good straw hat season, and there are not a great many straws to be had to-day. One house is entirely out of them, and had to refuse a good deal of business on this account. The belief amongst hat men is that next year's straw hat prices will be somewhat easier than this year.

There is a general quietness in the neckwear trade, and little has happened to be a guide for the fall business. There is a contention among some of the manufacturers that business is being held up by a number of retailers who are trying to get former prices on lines that they can now purchase at greatly reduced prices. As a matter of fact, we have heard this from manufacturers and wholesalers in other lines. But so far as neckwear is concerned, there are some retail stores that have recently made good profits on quick turnovers of seasonable neckwear that they were able to purchase at a good price and sold at a close margin. Generally speaking, the merchants who are going ahead this year are the men who have taken their loss long since and are in a position to run "specials" in many lines that are procurable to-day from many sources.

It is not improbable that German competition may soon become a factor in the hosiery markets of this continent. Men's Wear of Chicago states that German full-fashioned hose is being wholesaled by at least a dozen firms that are actively seeking business, and their prices have been revised downward to a point where it would seem that Germany will be a real competitor for that business. On lines of children's hose, on which Germany once did a big business on this continent, it is said that the American mills have made rapid strides, and that the German article will not play so prominent a part in this business. A hosiery buyer for a large retail establishment, recently returned from Germany, stated that as soon as the financial condition permits them to get yarns they will seek business aggressively on a price basis.

Prospects Bright

(Continued from page 28)

Educating the Consumer.

Regarding the present situation in business, Mr. Hunt referred to the fact that a retailer can do much good in a general way, in educating customers who are inclined to be critical of value, by clipping out articles from the daily press or the trade journals and showing them said Mr. Hunt, "but when I show him the latest report on conditions as they affect that particular commodity, be it cotton, woollens, or anything else, he generally admits he was not familiar argues away that prices are too high," whenever they bear upon a certain point under discussion. "Many a man with the real facts." This careful study of current conditions is one of the reasons for Mr. Hunt's success in business. He has always kept his ear on the ground, so to speak, regarding possible changes, and so is not caught unprepared when such events materialize.

"I do not think anybody is wise in buying much now," said Mr. Hunt, in speaking of the coming season. "I am decidedly in favor of frequent orders in limited quantities, and I personally shall not do any buying to speak of before September next; I shall merely fill any requirements as I need them. I believe clothing will sell for about 25% less next season, and I think it will be a good year after all."

Long-Profit Specialties Should Occupy Prominent Position in Proper Store Layout

Address at Saskatchewan R. M. A. Stresses Important Points in Store Arrangement—Staple Merchandise in Less Prominent Place—The Value of Equipment—Discussion on Advertising

AFTER an enthusiastic joint session with all the other trade sections on June 14th, the men's clothiers and shoe merchants attending the 8th annual convention of the Saskatchewan Retail Merchants' Association meeting at Saskatoon, called a special session of their own to discuss their own problems. The first speaker was T. L. Arnett, of Souris, Manitoba, who gave an address on "Store Arrangement." His address was as follows:—

When you want heat you build a fire. If you want to make money in your business, create the fire of service to your community and the warmth of profits will be your reward. Profit follows service as day follows night. The man who accepts his business as a sacred trust and discharges his responsibilities justly will receive honor and riches in abundance.

Proper store arrangement or layout is essential to efficient public service. The customer should be enabled to purchase requirements with the least effort and in the shortest length of time. People know what necessities of life they require, so less prominent position in the store can be allotted to such goods. Prominent positions and display should be given to merchandise for recreation, adornment or luxury. These are the things which lift us above the common level. All who can afford them should buy them.

If a customer comes into your store, it should not be necessary for him to have to ask you whether or not you stock the line of merchandise which he wishes to buy. If a customer leaves your store with money in his pockets and walks into another store and completes his purchases or sends to the Mail-Order House for the balance of his requirements, you have failed to create the fire of service and you have missed the warmth of profits as your reward.

Arranging Merchandise

The arrangement of the merchandise in the store is called the layout of the store. It determines the placing of your shelving, counters, show cases and other equipment. There are certain definite laws, certain underlying principles which must be observed in the layout of a store. Men, guns and munitions do not make a victorious army, neither does a building and equipment and merchandise make a successful store. In laying out a store we must consider the principles to be observed in order that the store layout may contribute its share to the attainment and maintenance of your service and profit. The principles underlying the layout of a store are inherent in the nature of the merchandise, the customer and the working force. I will state these principles without much comment, and will leave them for your discussion.

1. Place long profit specialties in prominent display;
2. Place men's goods near the entrance, the specialties most prominent;
3. Place staple lines departments in less prominent positions, in such a way that in order to reach them men will have to pass through the men's departments, and the women will pass through the long profit specialties department.

These principles are governed by the very nature of merchandising; they will apply equally to the smallest village store or the largest departmental store on the continent.

Purpose of Equipment

Along with the discussion of the layout of a store, the nature of the equipment must be discussed. Appearance as well as use must be taken into consideration. The merchandise should be featured, fixtures should be unobtrusive. If the dirt of your store and fixtures, or the uncalled-for elegance of your fixtures attracts the attention of your customers, their mind is centered in the wrong place. It should be upon the merchandise.

The purpose of store equipment is threefold:

1. Care of stock: The first care in designing fixtures should be to have a place for every item of the stock. This assist in giving a definite knowledge of the stock and tends to keep the stock well assorted.
2. The second purpose of fixtures is to reduce labor costs, by a proper arrangement of stock and display. The quantity of labor required per thousand dollars of turnover can be reduced.
3. The third purpose of store equipment is to increase sales. Proper store equipment will increase your sales by helping you render a bigger service to your community. If you can feed your community with the right kind of food, dress them in the right kind of clothes, furnish their home in good taste you will soon forget your competition. You will have none.

Proper store equipment will help you to do these things. It will add to the prestige of your store, it will enable you to keep your goods in perfect condition. Proper equipment will so display your stock that you will have satisfied customers and your ledger account will show you that you have made $2.00 grow where there was only $1.00 before.

Importance of Retailer

The Retail Merchant is an important unit in the economic chain of distribution. Capital and labor would not avail much were it not for the retailer who distributes the manufactured goods to the ultimate consumer. Goods piled in the factory warehouses are useless. The consuming public alone gives them value. The people of town and country would soon sink to primitive conditions of barter unless the fac-

(Continued on page 31)

Bird's-eye view of the store of "The Great Clothiers of the Great West," MacLeod Bros., of Calgary.

Amherst Firm Does Lively Advertising

akes Up Made-in-Canada Question in Editorial

On Friday, April 22nd, Martin's, Ltd., Amherst, N.S., ran a three column lvertsing with the arresting heading: Clearing Out U. S. Goods." In explan-ion of their decision in this matter, artin's said:

"As the United States has legislated gainst Canada with the aim of pro-biting our products from their markets id requesting our good Canadian gold r their products it is about time for anada to wake up and defend her best terests by refusing to buy their goods cepting such lines that Canada does not oduce and we believe we require.

"Therefore we (Martin's Limited) all clear out the following U. S. Mdse. be replaced with Canadian products oduced by Canadian labor, thereby eping our wealth at home and making nada more prosperous. We should ve done more of it long ago."

Building Canada

In the same issue of the local paper editorial appeared over the signature C. L. Martin, of Martin's Limited, in ich the whole matter of righting the change situation between Canada and e United States was more fully con-lered and reference made to the Ford-y Bill which was aimed at Canadian ricultural products. The following ints were emphasized:

1. To improve Canada commercially, onomically and otherwise, as true triots should.

2. By requesting on every occasion nen making a purchase that it be a nadian product if conditions will per-it of its production. If not, are there bstitutes? If not, why not?

3. That we give a strong preference our products, either raised or made Canada.

4. That we seek to improve any article at we believe can be improved in any ay, by writing our suggestions or re-mmendations to the producers of said ticle or articles.

5. That we study our country's im-rts and exports, and strive in every e to decrease the imports of manufac-red goods and increase the export of r manufactured goods, and other pro-cts that can be advantageously ex-rted.

6. That we instruct our children con-ning the aims of our object.

7. That we discuss the same ideas ely with our friends, where and when licious to do so.

Of Educational Value

The educational value of this class of advertising is to be commended. It is an appeal, however, that should be accompanied by a stock of merchandise, carried by the retailer, that meets the demands of the consumer in both quality and assortment. At the same time as the retailer is urging the consumer to buy Made-in-Canada goods, he should provide goods that compare favorably with any manufactured products in the world. The Canadian Manufacturers Association is anxious to bring the standard of Canadian products to an equality with those of other countries. The retailer, in his buying, should always obtain the best he can for the money, having in view an adequate service to his customer. He should insist, therefore, that the Canadian standard be up to the mark. In doing so, he will serve best his own interests, the Canadian manufacturers, and Canada's.

Long Profit Specialties

(Continued from page 30)

products were easily available. The retail merchant is responsible for bringing the results of labor and capital to the ultimate consumer, to the advantage of both the manufacturer and consumer. With the retail merchant lies the responsibility of caring for the wants of his community. If his work is well done, food, raiment, shelter and the luxuries of life are freely distributed, making for community content and happiness.

So Shall Your Profits Be

Merchandising is a study more interesting and profitable than any other subject to the man who is prepared to concentrate on it. We cannot reach perfection in it, but we can strive for an ideal. The successful man is one who has tried, not cried; who has worked, not shirked; who has shouldered responsibility, not evaded it; who has gotten under the burden, not merely stood off looking on, giving advice and philosophizing on the situation.

This is going to be a good year for thinkers and workers, and remember the law: according as you serve your community so shall your profits be!

Advertising

The editor of the Saskatoon Star, Mr. McTavish, was scheduled to speak on "Advertising," but his time was devoted more to a general discussion on the subject rather than to remarks by Mr. McTavish. "Besides the purpose of making sales," said the speaker, "there is a great purpose that should never be overlooked—that of building good-will. The character and service of a store should always be promoted. Never cry 'Wolf! wolf!' Never say 'cut price' and sell at 'regular.' Never mislead. Advertising will bring people into the store, but if you mislead them you do yourself inestimable harm; you waste your money."

The opinion was expressed that of all the media for advertising, the country weekly was one of the most profitable. One men's wear merchant said that in his town there was a good weekly of 800 circulation in which he used a full page. In the neighboring town was another good weekly in which the local merchants did not advertise. This man stated that he also used a half page in this weekly and obtained very good results from it.

Mr. McTavish spoke of the advantage to be gained in linking up with the national advertisers. This linking up with the big concerns gave prestige to the local merchant.

Typography

The subject of typography came up for discussion, and it was pointed out that the choice of type was a most important factor in the layout of an advertisement. The suggestion was thrown out that the advertiser should consult with the printer as to the best types for use. A few general rules were mentioned in the course of the discussion. It was pointed out that the eye naturally travels from the center to the right side of the page, and thus the statement at the right-hand side of the page would, everything else being equal, get the most attention. Heavy titles and captions can either make use of this tendency or can overcome it. A heavy type line at the bottom of the page is in danger of rushing the reader's attention through the preceding copy. Speaking of advertising, Mr. McTavish recommended the setting aside of an appropriation and sticking to it. He mentioned the so-called advertisements that should be more properly called donations; he advised that price should always be put in advertisements.

Some one asked if the farmer would not continue to trade where he had always traded despite the advertising, but it was claimed by the speaker that a direct appeal to the farmer, among others, would eventually create an interest that would ultimately win at least a share of the farmer's trade.

Reaching Foreign Trade

One merchant who is located in a district where there is a large foreign element opened a discussion on how to reach the foreigner who is ignorant of the English language.

Many interesting solutions were suggested, but the best seemed to be the statement of one merchant who said that in the foreign schools of the west Eaton's catalogue was a text-book. It was so easy to point at a picture of a saucepan, for instance, and get the child to connect it with the correct English word. The idea was that the local merchants should prepare a special sheet with pictures and text-book phrases describing a few of the lines handled by merchants. A small advertisement at the back of the sheet should keep and help to make sales.

Mr. Reis remarked that the standing advertisement was worthless except that it advertised that the merchant using it was a "near-dead one."

T. L. Arnett closed the discussion with the plea that in advertising the merchant should be ultra-conservative. "Better under-state the case than to be found guilty of exaggeration," was his advice.

Retailing in an Opera House

H. N. DeMille, of St. John, N.B., Has Found Theatre Goers Good Patrons — Using Store Space as a Meeting Place of Friends—Disapproves of Tendency to Give Credit in Retailing.

IT is remarkable how many men's furnishing stores one will find in the vicinity of a theatre, no matter what town one may visit; and it seems incredible that they should all do a progressive and profitable business when they fairly rub elbows with one another. Such is the case with the particular street in St. John, N.B., upon which the Opera House is located, and one may easily lose count of all the shops, big and little, which lay claim to be purveyors of masculine needs. Union Street is the thoroughfare in question and within the selfsame block with the aforesaid house of entertainment, are included half a dozen or so clothing, furnishing and tailoring establishments, all catering to the same class of trade.

Store Part of Opera House.

If location be the all-important factor in the achievement of success, then may H. N. De Mille be said to have secured the choicest point of vantage in this crowded business section. His large store is part of the Opera House itself and his righthand windows form one side of the theatre lobby. The unusual thing about the De Mille store, however, is that instead of filling up this particular window with the usual conglomeration of neckwear, shirts, suspenders, etc., arranged with a due regard to attracting the theatre-goer, Mr. De Mille does some thing quite different with this valuable space. He has placed several potted palms here and there about the entrance and window side, and there are two or three inviting-looking chairs there also, extending a silent invitation to the early arrival to "come inside and wait there." The large plate glass window affords a splendid view of the theatre lobby so that appointments can easily be made to meet there without the annoyance of standing outside in a crowd or in disagreeable weather.

Advantages of the Spot.

"The many advantages accruing from this apparently simple courtesy are," explained the proprietor to a staff member of Men's Wear Review, "the fact that such a district as this is not a residential one, and would rarely be visited by shoppers unless on pleasure bent. Few people are inclined to stop at night, naturally; but given five or ten minutes to put in waiting for an unpunctual friend, it is surprising how much business can be done just in these few moments. Even vaudeville artists are not always blessed with perfect memories and are frequently glad to run in and pick up a new tie or some studs, etc."

In this clever harvesting display the hats were arranged on straw-covered supports while wheelbarrow full was displayed on one side. Price tags were used on every hat. Arranged b J. N. Soloman, of David's, Montreal.

The two large front windows are changed constantly so that four changes a week are regularly carried out. As few buildings in St. John are designed on really modern lines, the average merchant has to make the best of the window space he has, and consequently Mr. De Mille's displays are arranged with a view to avoiding too spread-out an appearance, due to extensive width of proportion. Unit displays, comprising some three or four different articles are successfully employed by the De Mille store on one side, while the other window is given up to a full display of one type of merchandise, cleverly grouped or draped to avoid monotony of appearance.

Division of Work.

There are three brothers in the business, each of whom has his own particular line and all combine successfully to prove that the old proverb about "two is company, three's a crowd," is all wrong. Three in this case is an ideal number, and each member of the DeMille trio makes a special point of being friendly and courteous to customers, so much so that they are famous all over town for their service and salesmanship. The store directs its efforts towards maintaining a popular priced trade and caters especially to the middle class, not neglecting the working man.

Disapproves of Credit.

Unemployment, however, has wreaked great havoc in business, according to the proprietor, who views with disfavor th growing tendency towards a credit bas in merchandising. "I insist upon ca sales," he explained, "as I desire alwa to give the lowest prices and they ca not possibly be maintained when goo are purchased on the instalment pla This season with us has been rather e traordinary and the public is unfort nately bent on securing cut prices everything. We New Brunswick me chants are going to have a stiff time it, but we will win out I am sure."

Regarding the sale of clothing, M. De Mille favors the idea of going in the market oftener, but placing orde in smaller quantities. The unusu amount of unemployment in the vario mills and factories of the city has se ously affected the purchase of clothi he said, so that no one could be expect to place orders on a normal scale t season. The tourist trade will undou edly improve matters in the summ months, as St. John is a well kno beauty spot and attracts many hundr of strangers from June to October.

The Boys' Trade.

Mr. De Mille caters to boys from e age of seven upwards, and also to ll types of men, not omitting the fact t women comprise a good 50 per cent. f the customers in addition. An inter ing branch of his business is the dem for baggage of all sorts which he s s

(Continued on page 33)

$5.00 Started Successful Business

W. A. Wetmore, of St. John, N.B., Has Unique Record—Bought $400 Worth of Merchandise on $95 Borrowed Money—Difficulties That Have Been Met—Salesmanship Hints.

STARTING a successful business upon a five-dollar bill is the record of W. A. Wetmore, a prominent haberdasher of St. John, N.B., whose story possesses more than a latent amount of inspiration and encouragement to other retailers. In his own words, the manner in which he achieved the apparently impossible feat is briefly as follows:

"When I was just a boy I started my business career in a dry goods business in this city, and as I learned the details of the trade I gradually found myself preferring the men's furnishing end of it above all the rest. After a few years' experience, another young fellow, who was in the same store, and myself, decided to try a little business of our own. It didn't worry us at all that we had no money. We had plenty of enthusiasm and confidence in ourselves, and somehow we managed to convey it to others. The day we decided that we would open a shop I had $5 to my name and my partner had nothing, but we had each of us youth, strength and experience and perfect mutual trust one in the other.

How It Was Done

"This is how we did it. I borrowed $45 from my father and he borrowed $50 from his, which made $100, with my precious $5 bill, and we took the money to a local wholesale house and after some conversation with one of the heads, he decided to allow us $400 worth of merchandise on credit, together with the amount which we were able to pay for. So we went to work like beavers and set up a tiny shop in the same district where I am now located and everything went swimmingly for about two years. About that time I decided to start a second establishment on my own account, not a store, mind you, but a home, complete with furniture, wife and all the usual things, and so I took this important step, after due consideration. My partner then followed suit, and he, too, became a benedict just two months after did.

Complications.

"Then things became complicated. Our business, which was ample for two, would not stand the drain entailed by the necessary withdrawal of so much money to support two families. We ran into debt and things looked pretty ominous for both of us. Finally, my partner decided to go back to work in the dry goods store and I resolved to shoulder the debt and begin again alone. It meant years of hard, discouraging work but, somehow, it is pleasant to look back upon, and I am not a bit sorry that I followed the course I did. My brother is with me now and we have had two moves since the business first started, but we have found that this location suited us best during the twenty-eight years that I have been in business here.

Store Site Expropriated.

"An unexpected event has recently occurred which is something that few retailers have to face among their numerous problems," he continued," and that is due to the fact that the government has recently expropriated all the land hereabouts for the site of the new million dollar station. As a result, neither I nor my neighbors know from month to month what our fate is, and furthermore as empty stores are impossible to find in St. John, there is nowhere to move to. It's a difficult predicament to be in, for one can neither buy nor place orders for fear of having nowhere to put the merchandise.

"We certainly need a station," he laughed, "but it's hard to have to leave this locality where trade is so plentiful and all my lifelong associations are centered. Still I have come through far worse difficulties than this one, and I believe that there is always room for a good store, anywhere in a city."

Hints On Salesmanship.

Mr. Wetmore does not mention the word "service" when speaking of his methods of selling. That much overworked word is taken for granted in his business, much as yeast is in bread; it's the thing that imparts the character to the whole. Take the case of collar selling, for example, how many retailers take the trouble to analyze their customers individually, as they come in, and to suggest in just such a manner as will appeal to each one that a certain collar would improve him materially? Mr. Wetmore believes in taking a customer over to a convenient mirror and then trying on various models just to show a man that he (the proprietor) is personally interested in their good appearance. Mr. Wetmore never lets it appear evident that he considers it too much trouble to please a customer, in fact, he consistently refutes the idea by such courtesies as these. Collars, especially, he says, are not as a rule popular articles with most haberdashers, since of latte they yield little direct profit and customers are often hard to please. Mr. Wetmore seeks the collar business deliberately by suggesting a trial of some of the newer models. Such merchandise is not urged upon th customer, it is merely suggested, and as often as not the customer remains unconvinced and the collars are consequently unfit for sale after these trials. But even with the expense of relaundering the collars, Mr. Wetmore feels that the mere fact of his evident interest appeals strongly to the customer, and such outlay is more than covered by future sales on other occasions.

Ensuring Satisfaction.

W. A. Wetmore takes time to ensure satisfaction, whether it be with regard to the choice of shirts, ties, hats, or small-wears. He modestly confesses to a love of harmony in colors and designs and believes that taste in selecting such important style points is a retail furnisher's greatest asset. He is known as the owner of the "Young Man's Store," perhaps, because he always seems to have just those new, snappy lines that instinctively attract young men, and because he invariably wears what he sells. Mr. Wetmore, himself, is a walking example of what is what in new ideas.

Window Wisdom.

"My windows are my best advertisers," he says, "and twice a week a new display goes in, so that passers by who constantly use that street to and fro to their daily occupations, are never wearied by monotony of arrangement or lack of variety. In general," says W. A. Wetmore, "a haberdasher should always show his best goods first, but nowadays here in this city, we have much unemployment to deal with, and it is wiser to play safe and show your popular priced goods."

Next summer is bound to be a quiet one for New Brunswick retailers, he thinks, and few men will do much buying for the next few months if conditions do not brighten up. Mr. Wetmore does not run sales, but he sponsors the use of the price ticket in window displays and inside the store at all times.

Retailing in an Opera House

(Continued from page 32)

is continuous throughout the year, and which appeals strongly to the out-of-town customer who finds himself or herself overburdened with packages after a day's shopping. Good quality wicker or fibre suit cases are splendid sellers as they are light in weight and reasonable in price, and once a customer buys one they nearly always see something else they need but hesitated to buy before. Pushing the trade of baggage is Mr. De Mille's hobby and he disposes his stock very effectively all about the store instead of keeping it distinct by itself.

"Think as we will, 'tis a woman rules us still." The display manager of Almy's, of Montreal, carries the old adage into his window trimming, for he believes that there is nothing that attracts the eye of the man like the fairer sex. And so, when he wants to dress a particularly attractive window with men's clothes or furnishings he uses the figure of the woman as well as that of the man. Being mere man, of course, the passerby first concentrates his attention on the woman in the case; but he can hardly see the woman without observing the man, what he wears, how he wears it and what it looks like on him. Thus is man ensnared by Almy's window display man to study the male fashions.

And the other side of the story is similar to this. Woman, too, loves to observe the stalwart form of her master (? ? ?). He, therefore, is used in windows where the dainty creations for the fairer sex are shown.

Attracting Auto Tourists' Trade

ONE of the quickest ways to win prestige for the men's furnishing department in the average store is to feature something out of the ordinary, yet which is of interest to the great majority of customers. The fault with too many men's stores, even in large cities, is that they lack the zest of the unexpected from the viewpoint of the customer. In the words of an expert on merchandising matters, "The men's wear dealer is the only merchant who makes no attempt to increase the needs of his customer," which, being interpreted, means that there is altogether too much sameness in the majority of such shops and their windows, so that customers do not feel urged to purchase anything but vital necessities. How to acquire the individual touch is the problem confronting every store and department that says claim to being progressive.

Merchandise of Appeal to Both Sexes

Every manager of the men's furnishing department in large stores knows how difficult it is to encourage both women and men to shop in one and the same atmosphere, the latter being particularly difficult to cultivate if the feminine element be too noticeable. To be able to boast a "fifty-fifty" average of the better class trade of men and women is a distinct achievement, and is rarely arrived at without some resort to methods other than the ordinary and more or less conventional variety. There are not many lines of merchandise which have an equal appeal to both men and women when it comes their own personal needs, but study of the few that do exist will bring in results to the men's section, which must necessarily cater to both sexes.

In the men's section of the Manchester Robertson Allison stores, of St. John, New Brunswick, much success may be traced to the adoption of this idea. Take, for instance, the fad of motoring, which includes both men and women among its devotees. This maritime store specializes in all sorts of motoring kit, not only as regards wearing apparel but in the more unusual accessories, such as fitted lunch hampers, food jars, thermos bottles, drinking cups, baggage too, including the newest enamelled touring trunks to be attached to the running board of the motor and containing two or three suitcases which can be removed separately or altogether as the traveler desires. All-wool Scotch rugs, linen dusters, caps, etc., are only a few of the conveniences which motorists appreciate.

Motorists Cultivated

Manager Hatfield of this department explained to Men's Wear Review that he found it advisable to keep himself posted upon the progress of the motoring cult in the province. Car owners this year in New Brunswick have increased by 2,000 over the 1920 figures, and a very large proportion of these are fairly frequent visitors to the city of St. John. What more natural than that they should gravitate to a store which is noted for its thoroughness in catering to the needs of motorists? "Motor comforts are really most appreciated by the medium class rather than by the wealthy," explained Mr. Hatfield, "because the latter invariably put up at hotels and patronize restaurants instead of having a picnic meal by the side of the road while en route. The average car owner uses it in summer time for the purpose of giving his family the air, and hence the rapid increase in the demand for those items which mean added comfort and convenience. These things hardly come within the province of a leather goods store, nor in the hardware or fancy goods departments. To centralize them along with the other necessities for motoring, means increased sales all round."

Holiday window displays in connection with the men's department of this store invariably include a full showing of all these items, arranged to show the clever space-saving ideas which characterize the larger articles.

Toilet Goods Prominent

Besides these attractions, this department boasts other interesting features such as a large double central glass fixture, entirely filled with toilet articles and accessories of interest to men. Here, displayed upon glittering glass shelves is a remarkably comprehensive display of shaving creams, razors, soaps, powders—everything that a man could possibly use, be his shaving ablutions ever so punctilious and complex. All the finer leather goods accessories, too, are shown here, such as cases for collars, brushes or studs and combs, etc. This display is in charge of a girl sales clerk, an innovation in merchandising which undoubtedly suits the customers as unquestionably as it ensures efficient salesmanship.

The Tourist an Asset

The department is also famous with tourists for its comprehensive range of high-class British and other imported merchandise, especially woollens and linens, and so greatly is the demand increasing that it has caused the store to become known as specializing in all the unusual things in sweaters, socks, rugs, coats or scarves, etc., and annually attracts its quota of admirers of things British in addition to the regular clientele.

(Continued on page 36)

A summery sporting goods display featured by Almy's, of Montreal, in honor of Victoria Day. It was arranged by G R. MacGregor, Display Manager.

Tom Campbell's "Smile" Hats are Popular in Sunny Alberta

Live Advertising that Opened a New Store in Edmonton—"Wear a Tom Campbell Hat, You Will Smile"—Linking Up With Various Sports

THE above slogan has been so well drilled into the good citizens of Alberta that Tom Campbell's Hat Stores in Calgary and Edmonton are taxed at times to fit them; for you must know that from the Saskatchewan border to the foothills of the Rockies, a "SMILE" is a Tom Campbell hat. AND THE BEST PEOPLE ARE WEARING 'EM.

Tom Campbell has built the business in Calgary that now requires 5 Campbell-trained salesmen. The hills around Calgary bear great boardings hundreds of feet long and thirty feet high testifying to the fact that "IF YOU WEAR A TOM CAMPBELL HAT YOU WILL SMILE." Personality, courtesy, tact, service have contributed to the big business now done by the Tom Campbell "Smile" shop in Calgary.

The next logical step was to give a little service to the hundreds of Edmonton "dressers" who, when opportunity offered, bought a hat from Tom in Calgary and went back home wearing the much-advertised "smile."

Two years ago, therefore, Tom Campbell went into executive session with H. C. Cunningham, and two years ago a "SMILE" shop was opened in Edmonton with Mr. Cunningham in charge. Just hats, as usual.

When the store was ready to open a four-page smash appeared in the Edmonton papers that made those Northern Albertans sit up. They never knew the importance of a hat till they read those "SMILE" advertisements.

What hats were stylish. Where Panama hats are made, and how. The origin of hats, and the story of headgear from the year 5000 B. C. till the year of grace 1919. Column articles reprinted from trade papers and the hat companies' literature told the story of felt hats from the time the fur was running around in various parts of the globe in the pursuit of eats and happiness, right through the various stages of felting, dyeing, shrinking and blocking, until the finished "SMILE" was tastefully displayed for the kind readers' inspection at the Tom Campbell "Smile" shop.

The advertisement was a huge success, measured from every angle. It sold hats, it got folks acquainted, and it put the Tom Campbell shop as well on the Edmonton map as if it had been there ten years. Mr. Cunningham keeps up the advertising and the business grows by leaps and bounds.

How does Tom Campbell contrive to make his shops and his hats so popular? you ask. Well, the writer asked the same thing, and Mr. Cunningham stated, "We have given hats as prizes at picnics, bonspiels, to the batter making the longest hit of the season, to the winning hockey team, and other prominent people. I guess the hats wear pretty well, for it all helps the business."

Clothing Section a Splendid Feature

The location of this progressive department is ideal, occupying an entirely separate divi ion, connected by two archways with the main floor of the store. Upon the second floor is located the clothing section of the department which is admittedly one of the finest of its sort in Eastern Canada, in point of equipment and service. In area about forty feet by one hundred, this section is finished throughout in a rich fumed oak, with every possible modern convenience for the benefit of serving customers that system has devised. Glass wall cases entirely line the sides, so devised that the clothing racks swing outward at a touch of a spring, or again slide back noiselessly into place. Stock display tables are ranged down the centre of the department and triple fitting mirrors, illuminated by powerful lights overhead, likewise are ranged on either side. Three fitting rooms are provided in addition, comp'eting a whole which is representative of the last word in the art of modern equipment.

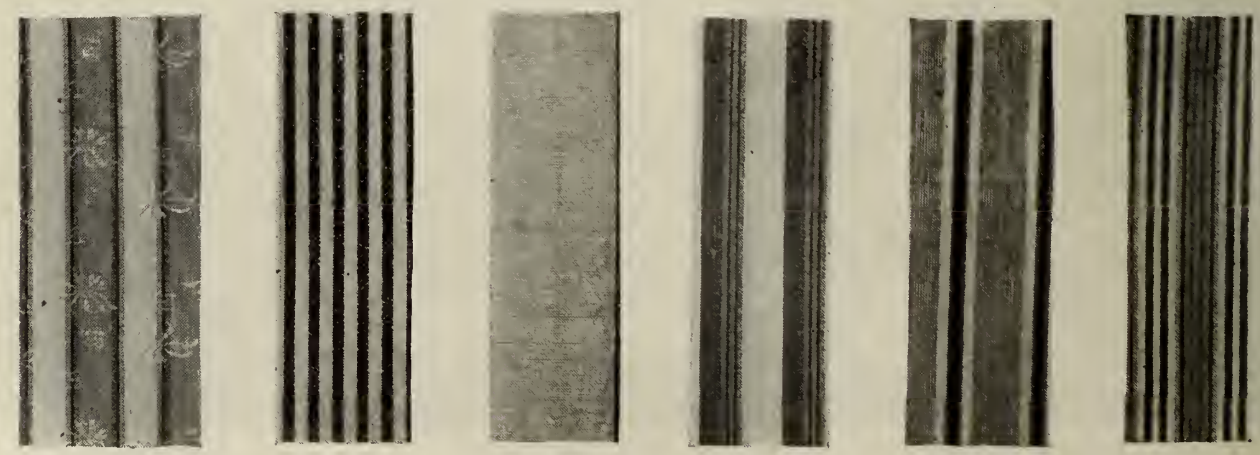
Having been only lately installed, the clothing section is easily the pride of the entire store, and due to the thoroughness with which the equipment was planned, not a single foot of space is lost. On the contrary, the fittings were devised with their own individual purposes in view, and thus combine a handsome and ornamental effect with truly utilitarian service of the sort appealing to discriminating customers.

Attracting Auto

(Continued from page 35)

Asked how he had brought his department up to such a high degree of efficiency, Mr. Hatfield replied, "I train each member of my staff to know the stock thoroughly and to have confidence in themselves that they may convey it to their customers. I impress on them the importance of answering questions quickly and taking a genuine interest in each sale made. Whenever a sales clerk seems not to be making as great a success as he or she should, I take them aside for a personal talk on the subject of selling, and try to find out just what their individual difficulty is. In every case I find that their particular problem is easily solved by this simple method, which I much prefer to discussing matters with the whole staff at once. The private talk will accomplish everything where the conference will only skim the surface."

J. Clark of Stayner has moved from his old quarters into the building recently occupied by W. J. Mathers.



New Jacquard silks for fall shown by John Forsyth, Ltd., of Kitchener.

How Credit Accounts are Handled

Experience of May Company of Cleveland—Points to be Considered in Giving Credit—Co-operating with the Credit Association—How Accounts are Taken Care of—Cutting Down Credit.

CREDIT accounts have, in the past, proved so disastrous to many merchants in Canada that they have been almost abandoned in the last few years. Even the largest department stores, with a few exceptions, do business on a cash basis. In the United States, on the other hand, good houses are adding credit departments every day. This increase is due to the business principle that "Money means as much to a reliable house in thirty days as it does now." If credit accounts are carefully handled, a firm is always certain of steady, substantial business with a fairly accurate means of determining the amount of cash to its credit every month.

Men's Wear Review was fortunate in obtaining the opinion on the question of credit accounts of a man who, because of his judgment and experience, is considered one of the best fitted to discuss the subject in the United States. This was G. C. Driver, Credit Manager of the May Company, Cleveland, Ohio. The May Company is a member of the Retail Credit Men's National Association. Most of the credit houses are members of this Association, because of the great protection it gives them, and the fact that the very nature of the credit business needs a united policy on the part of retail stores.

Opening an Account

The most important thing to remember about a credit business is that the merchant must know when to open an account and when not to do so. Eighty per cent. of the failures in the past were due to the fact that poor judgment was used in the selection of credit customers. In the May Company, clerks are carefully trained before being allowed to enter the department. A pleasing personality is a very desirable asset of the man who receives an application for an account. Comfortable surroundings are considered by the May Company very necessary, for if a customer is at ease, much of the difficulty which comes of asking questions is overcome. A suite of private offices is therefore provided, into one of which each applicant for an account is ushered, thus making all transactions strictly private.

An effort is always made to gain the confidence of the prospective customer so that much of the necessary information is given voluntarily. Questions are asked in a straightforward, businesslike manner, which impresses the applicant with the fact that the firm is not interested in the finding out of personal matters, but only in knowing what is really necessary.

Essential Points

There are certain points which are absolutely essential to the opening of a credit account, and none of these is ever omitted from the form provided for the purpose. They are:

1. Name. This must be taken in full. S. Smith, for example, is not sufficient, but Samuel F. Smith is specific enough to identify the account and to assist in enforcing the collection of a past due account. The matter of obtaining a full name is simply a question of determination and training.

2. Residence address. This is always very definite. The length of time the customer has lived at the address given is often a guide as to whether an account is desirable.

3. Business and business address. The character of the position the applicant holds is obtained very specifically. If employed in a large corporation, the department is required and the name of the immediate superior.

4. References. The customer is asked to submit the names of other stores where a credit account is run. The names of two relatives or two close friends are also obtained, not so much for the purpose of arriving at a basis of credit but to trace customers who have changed their addresses.

5. Bank. This is not as important an agent as some firms think. A savings account as a reference is of little value, because a bank can only affirm or deny that a customer has such an account; but in the handling of large amounts where the credit manager interviews the bank personally, information of vital importance is sometimes gained.

6. Whether property owner or renter. If the home is owned by the customer with sufficient equity, the risk generally becomes legitimate, unless there is an amount of undesirable credit information. There is, on the other hand, no reason to consider that a man who rents his home is not entitled to credit.

7. Salary or income. Nowadays when salaries and wages have at any rate the appearance of opulence, people are not so reluctant about giving this information, particularly when they are made to understand, not so much by words as by manner, that such is strictly confidential. The nature of the work in which the applicant or, as is usually the case, the husband of the applicant, is engaged, does not matter materially. A laboring man who has steady work is very often as good a customer as one who is farther up the scale.

Details which may alter matters should also be considered by the credit clerk. These are such as: whether the applicant is married, whether a minor or divorced, and if there is any domestic difficulty.

Mr. Driver also impressed two more points in connection with opening credit accounts. It is always most essential that the actual signature of the applicant be obtained. It serves as a check on real estate ownership, is necessary to compare signatures on sales checks, particularly on fraud purchases, and in identifying bank cheques. It also obviates the possibility of a misunderstanding later in case Mr. or Mrs. deny having made the application. The other necessary point is that a guarantee be obtained. It is very rarely required to collect from the guarantor, but when a firm holds a guarantee the debtor makes good.

Where the Credit Association Plays Its Part

As the May Company is a member of the Retail Credit Men's National Association, it clears the name of every applicant through this body, unless, of course, the prospective customer has never opened a credit account with any other firm. The Association holds a card for every person who has an account with one of its members. This shows the standing held with each firm. When the credit of that person is accepted by the May Company, a card is made out for the new customer with a number which shows that the Association has given its stamp.

How the Accounts are Taken Care of

The applicant for credit service is rarely given to understand immediately that such will be given. It takes a week or ten days before either the Association has been communicated with or personal references obtained. Sometimes it is necessary to write the prospective customer for more information before a name is placed on the list. Clerks are taught that they must not follow the line of least resistance by giving credit in doubtful cases. Extreme care must always be exercised before a customer is accepted. A new name is first of all placed on the Rand index, a card is given the customer and the company keeps another. The last is very useful as a cross-check as well as serving its own purpose—that of giving detailed information. Every purchase is checked against the Rand index before being allowed to leave the store.

When the credit of a customer has reached what is considered a safe limit, a mark to that effect is placed on the Rand and a colored envelope handed unostentatiously or mailed to the customer. This asks the purchaser to call at the credit office, where it is explained that a further guarantee or payment will be required before goods are sent. This is a very good safeguard against the "floater" type of customer, who wanders from one store to another as fast as credit expires.

Conducting a "Buy-at-Home" Campaign; Meeting Competition from Catalogue House

Linking Up the "Buy-at-Home" Idea With Industrial Life of the Community—What Ingersoll is Doing and What Hamilton Did Not Do — A Co-operative Effort and a Co-operative Catalogue.

A NUMBER of merchants in the town of Ingersoll have banded together to promote a buy-at-home campaign. Once a week they take a full page in one of the local papers on which is run some pointed editorial matter about buying at home and helping to maintain and develop the industrial life of the community. They emphasize the fact that money kept in circulation within the boundaries of the town helps to make it a better town and that if all the money made by manufacturers, retailers themselves, clerks and workingmen were spent in Ingersoll, its development would surpass all expectations. In addition to this editorial matter, the merchants who are associated with the campaign insert advertisements which, in character, vary from the usual advertisements to the small one-inch card insertion. In their regular advertising space, a number of the merchants refer to the object which the campaign has in view and seek to appeal to civic loyalty and so further the buy-at-home spirit.

A Greater Effort

The object which the campaign has in view is a most laudable one, but it appears to us that it might be carried on with considerably more vigor than it is being at the present time. Unfortunately, not all of the merchants of the town are taking part in the campaign; that, in itself, constitutes a weak link in the chain. Originally, the campaign was inaugurated by the newspaper that is handling the advertising. This is an enterprising venture on the part of the newspaper, but it seems to us that both the newspaper and the merchants themselves would reap more benefit out of it if it were taken up by the merchants themselves. A co-operative effort to be successful to the merchants should be shared in by all and the utmost vigor should be infused into it from the very beginning.

Linking It With Industrial Life

One other way in which such a campaign can be made to be of great benefit to the merchants is by linking it up with a campaign showing the industrial life of the town. Any town or city having numerous industries, such as Ingersoll has, can create considerable civic pride if it is gone about in the right way and a way in which there is a real cash value. The city of Hamilton recently advertised a Made-in-Hamilton week. Hamilton is an industrial centre of considerable importance in the Dominion; yet the effort was not entered into heartily by the merchants of that city. It was an opportunity missed in many respects because there was lack of understanding and co-operation on the part of the merchants themselves. In talking with a number of the merchants about this very week, regret was expressed in a number of cases that more was not made of it and that the merchants had not combined to a greater extent in the effort.

Big Chance For Window Display

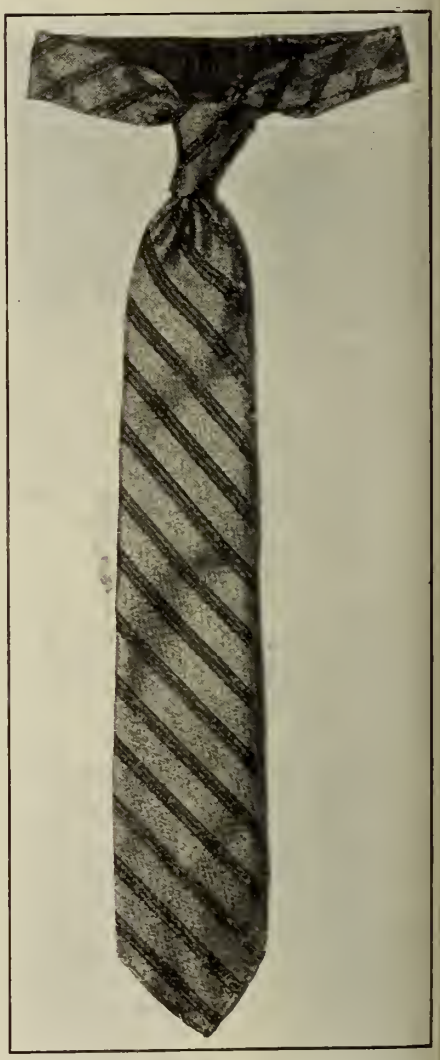
Aside from the newspaper advertising which can be made one of the big features of such a campaign, it is a rare opportunity for the window display men of the town or the city, as the case may be. Take the Hamilton week, for instance. There were a bare half-dozen windows which promoted the idea through their windows at all. If the window display men had got together and arranged amongst themselves to show Hamilton products in their windows, it would have created the necessary curiosity on the part of the buying public to come down town to see these displays. The advertisng manager could announce to the readers of the newspaper that their firm had such and such a display in their window. This could be supplemented by the campaign advertising in which a full list of the window displays could be given and the nature of such display. Had there been two dozen windows showing Hamilton products in original settings, it would have been a great incentive to the people to come out to see them. And the passer-by, be it remembered, is always a prospective customer.

Referring again to Ingersoll for a similar illustration, some time ago a new factory was started in Ingersoll. One of the merchants undertook to show the products of this factory in his windows. He was surprised at the sensation caused by his simple display and the hundreds of people who stopped to see it or even came down town to see it. The same idea worked out in the case of a couple of dozen windows would do just that much more good to the retailers in any town or city.

Co-operating Against Mail Order Competition

One of the disheartening features of the retail business in the smaller centres of population is the money that goes out of town immediately after it is circulated with the large mail order house catalogue. This, in fact, constitutes one of the gravest problems of the retailer in the small towns and cities. But the big mail order house is simply the growth of several little stores and their final merging into one. It is a big co-operative effort. And the way to meet this problem is by a similar co-operative effort on the part of retail merchants all over the country in their respective communities. The big mail order house is a monument to the lack of co-operation on the part of retail merchants in their home towns. Year in and year out, one can do just as well by shopping at home

(Continued on page 46)



New fall neckwear novelty. Club tie developed in silver silk crepe with slanting triple black stripe. Note the pleated effect at the knot. Neck is fitted with slip-easy band lining. Shown by courtesy of Will-tie Cravat Co., of Montreal.

"Everyman's Store" in St. John

New Brunswick Young Man Opened New Store Last Year in Face of Long Established Opposition—Believe the Worst is Over—Endorses Four Season Plan.

IT CERTAINLY requires a good deal of courage to open up a business right beside a number of well-es-tablished old firms that are celebrating their fiftieth or seventieth anniversaries. But such are the laudable and quite successful aspirations of the young proprietor of "Everyman's Shop" on Charlotte St., St. John, N. B. It would not be a particularly noteworthy achievement to break into business under similar conditions in most other cities, but to anyone at all familiar with the peculiar characteristics of the dwellers by the Bay of Fundy, the establishment of a furnishing store in the year 1920, against the odds mentioned (not to omit reference to the Luxury tax and most unseasonable weather conditions) conveys a considerable amount of significance.

A full knowledge of local conditions was part of the stock in trade of Mr. Armstrong, the young proprietor of "Everyman's Store," and furthermore, like all ambitious young men, he understood that one may gradually accustom people to anything. Hence the location of his shop, which he purposely selected away from the exclusive atmosphere of King street, or the already too-well populated Union street (the mecca of half the furnishing shops of the city) yet situated on the line of march from one busy section to the other. All around the block are dotted numerous garages, motor show rooms and repair shops, which naturally result in a very fair volume of trade. There is a popular theatre not a block away, and a much frequented dance hall too, so that insofar as customers are concerned, pretty nearly all types are frequent visitors, and hence the derivation of the store's name.

Store Atmosphere

"We have men drop in who never bought anything 'uptown' before, and as we are heartily in sympathy with the average customer's desire for low prices, we take especial pains to please each one so that he will drop in again. Our store is small, but we try to keep everything within access to customers, so that they can look around all they like. Down here it is not good policy to go after sales too quickly. I believe in letting people look around as long as they like, and creating a friendly atmosphere for them. Even if they do not purchase the first time, they generally do on the way home. St. John is the market town for a large rural population who come in once a week or so to buy for the whole family. Most people are looking for an article at a price and it would be quite useless to tell them that a certain shirt is all the rage in New York. They would probably reply that such a garment was too dear or too dressy for them. On Saturdays, especially, the country trade is exceptionally large, as the City Market is located not far away. These people just now are holding on to their cash, and are not asking for luxuries. The workingman, moreover, no longer asks for silk shirts and other high priced furnishings. That sort of thing is gone forever, I believe, and a saner demand for plain, staple merchandise has come in its stead."

Endorses Four-Season Plan

With regard to present conditions, Mr. Armstrong remarked that he believed the 'four season buying plan' would correct the present tendency to buy from hand to mouth, which most Maritime retailers are obliged to adopt. He looked for more satisfactory conditions by next fall, and thinks the men's wear trade is "over the worst."

With only one display window with which to make his appeal, Mr. Armstrong gets wonderful results. He uses one or two articles of a kind, and about half a dozen altogether, grouping them in a unit plan about a central plate glass shelf suspended by a steel support. A little group of straw hats is well offset by the same in felt, and belts, collars and ties are likewise carefully adjusted to preserve balance. Price tags are often used, although not regularly, their use depending solely upon the artistic effect.

"Price tags are probably best" said Mr. Armstrong "because when a man is somewhat doubtful about a certain purchase, if he sees the article he is looking for marked reasonably he is sold on the street. But if no price is marked, the chances are he will let the matter slide and so the sale is lost. Women too, appreciate the price tags when buying for men as they are always a little suspicious of values in masculine attire".

Evening buying is a feature of the "Everyman" store, and after super, about seven or seven thirty, is the busiest hour of the day. No sales are ever held in the Everyman's shop as Mr. Armstrong disapproves of them entirely as being "quite out of place in the small store".

When it comes to advertising, Mr. Armstrong says introducing goods to customers is one of the best methods he has tried out. Nowadays there are few men who have an oversupply of wearing apparel and if a retailer has been able to secure certain price concessions on good merchandise, he can make numberless friends by the simple method of suggesting an additional purchase or two. Headwear is the specialty of the store and Mr. Armstrong takes a legitimate pride in the volume of business he has built up in hats and caps.

CREPE SILKS—POLKA DOTS POPULAR IN BOW TIES

The vogue for crepe silks has penetrated the neckwear trade this season and promises to become as popular with men as it has with women during the past few years. 'Club' ties of various crepy weaves are undoubtedly the newest note in neckwear, especially when striped diagonally in either wide or composite stripe effects. Silvery greys are especially good in this material, the finish of the surface lending a delightfully cool and inconspicuous note, very desirable for summer wear. These crepe ties are finished inside with "slip-easy" bands of satin, as the crepe itself has not sufficient smoothness to permit quick adjustment. Swiss armures are likewise among the novelties for early fall selling, and come in various colors in quiet tints. These ties are selling as low as $6.50 a dozen, an indication of the rapid reduction which the manufacturers have effected.

Polka dots of all sorts and sizes are by all odds the most popular sellers just now in neckwear of the bow-tie and flowing end types. Navy blue foulards adorn almost every haberdasher's window from St. James Street to St. Catherine Street's eastern end.

A leading manufacturer of men's ties of the better sort informed Men's Wear Review that in order to achieve the neatly wrinkled effect just below the knot in club ties, this season, it is necessary to take a needle and thread and make a tight gathering in the silk just below where the knot usually comes. This is hidden under the knot after tying, and makes the wider end ripple smoothly in minute pleats. The knot can then be pulled perfectly tight to be adjusted to the new low collars, and will not bulge out as ordinary ties are apt to do.

The Boys' Clothing Department of the A. A. Fournier Company, Limited, Bank St., Ottawa, has been moved to the second floor and is specially arranged to give service to the boys for all their clothing needs. The store has recently added a third floor to accommodate the ever-increasing number of patrons and a regrouping of departments has been undertaken. The extra room now available for the men's wear will be useful, as the department was short of room that is now available.

Clothing Outlook in the Maritimes

Unsettled Condition of Lumber and Textile Industries Affects Fall Prospects — Retailers Heartily Endorse the Four-Season Buying Plan—Feeling That Prices Will Come Down to Still Lower Levels.

THE fall clothing outlook for the coming season is viewed by retailers in Eastern Canada with mixed feelings. The general opinion expressed by the majority of clothiers to a staff member of Men's Wear Review was that the coming season does not promise a rosy prospect. Hard times have befallen the maritime provinces along with the rest of the country, and the coming months of summer are going to see a grim struggle against heavy odds, over which retailers have no possible control. In New Brunswick, perhaps, as heavily as elsewhere, the scourge of unemployment has fallen heavily, especially as regards the lumbering industry whhich has been practically suspended in the Province for several months, with a consequent financial loss in money circulated amounting to many millions of dollars. New Brunswick is especially affected by any fluctuation in such stable commodities as lumber, and with the recent decline in value of this all-important product, the consequent withdrawal of so much ready money has had an unexpected effect upon the clothing and furnishing trades.

Not Yet On Normal Basis

In discussing the fall outlook with representative retailers the opinion was freely expressed to Men's Wear Review that not until all staple commodities have reached a uniform level can clothing be expected to remain on a normal basis. It was pointed out that such items as steel, oil and coal stood out above leather, cotton and other staples, and are only now beginning to show an appreciable decline. Coal still holds out on the high level and no return to "normalcy" can be reasonably looked for until all fall to one basis. The period of prosperity so eagerly anticipated by clothiers cannot return until all forces combine to remain upon a stable foundation and until wages, rents, food prices, etc., decline to a normal point. "Clothiers in Canada have taken 90 per cent. of their loss, according to the statement made by A. Neil McLean, secretary-treasurer of Oak Hall, St. John, "and clothing is down to as stable a basis as any other commodity".

Too Many Sales

The next two months are expected to be fairly difficult ones to merchandise in for many reasons. Chief of these may be cited the fact that in New Brunswick as elsewhere the buying public has become rather too well accustomed to sales, and is consequently still indifferent to values, as such, and cares mainly about price. Another point is that the majority here are facing the new season with an over supply of left-over merchandise which may not prove profitable during the fall season. This feature of the situation has caused most clothiers to look into the four season buying idea with particular interest.

Four out of five clothiers interviewed stated that they were absolutely in favour of this plan, and during the past two seasons had so placed their orders. "We are buying more often and in less quantity," explained another St. John clothier, "and are of the opinion that it is better to place orders twice each season, ordering 50 per cent of our requirements and making another 50 per cent reservation where suits are concerned. In regard to overcoats, we place the entire order at once as the season for selling is little more than two months. We have already done our fall ordering on this basis as we believe that it is extremely unwise to tie up spare capital in clothing now. Most manufacturers claim that prices are down to rock-bottom levels, but we do not believe that this is so, and we even look for lower prices for next spring. Our policy is, therefore, to base our purchases upon a closely estimated turnover and then to go into the market only for 50 per cent. of the total amount we expect to sell. In this way we leave ourselves open to accept attractive offers from the manufacturers when sorting trips are being made by the travelers."

Another Viewpoint

A second prominent clothier stated that he was in favor of a somewhat heavier initial outlay in purchasing each season, as in his opinion, climatic conditions were more favorable to retailers of men's wear in New Brunswick than in upper Canada. "The temperature seldom varies enough along the Atlantic Coast to make it imperative for men to purchase winter and summer outfits for general wear," he said, "and I believe that a clothier can safely order 70 per cent. of his season's requirements in advance, and retain the 30 per cent. reservation for a sorting order of ultra-smart, even extreme models, which usually are more popular when the season is well under way. The average native of the Maritime Provinces, moreover, is a very conservative dresser, and if one's trade be done mainly with older men, a very large proportion of one's order will be composed of greys and blues, designed along quiet, conservative lines. Merchant tailoring appeals very strongly to a certain class of men here, to whom durability and service mean more than style alone, and, consequently, most clothiers in New Brunswick find it necessary to maintain their cutters in addition to stocking a full range of reliable clothing."

Frequent Buying Advisable.

The conclusion reached by most retailers after careful consideration of the four season idea, is that neither retailers nor manufacturers want to carry heavy stocks at present, and the four season idea could very advantageously be tried out for the time being, at least, until conditions become such that no uncertainty besets the retailer when about to estimate the coming season's requirements. Most firms would be willing to send their own buyers to market, as many times as necessary if such a request were made to them. Maritime retailers further emphasize the fact that hand-to-mouth buying will be universally adopted by them in any case, should no definite mutual agreement between the manufacturers and themselves be effected.

Lower Mark-up This Season.

President MacNeill, of the clothiers' branch of the R. M. A., stated to Men's Wear Review, that local conditions will undoubtedly improve in the men's clothing and furnishing line, when once the lumbering and cotton mill industries resume activity. Buying next winter must naturally be restricted by both the consumer and the retailer, since the greater number of the population are directly dependent upon wages derived from these sources. The maritimes are not behindhand as regards appreciation of values and merchandise, but they do not ask for luxuries when it is a question of husbanding their resources against a rainy day. It is a question whether the introduction of radically new ideas would make any appreciable difference to maritime business. Young men are the only ones who are actuated by the desire for something different, but even with them price is a first consideration.

Retailers are of the opinion that next fall's prices will average lower than this year's. Thirty-five to forty-five dollars is the favorite average for a suit of good quality.

News of the Clothing Trade

The most popular boy in Welland is going to win a pony, which is the first prize in a voting contest being held there. The contest is being put on by a local motion-picture theatre and one merchant in each line of business. Each boy or girl making a purchase of 25 cents or over in any of the stores in the contest is given an equal number of coupons. On the coupons is written the name of the one for whom the votes are to be cast, and they are placed in the ballot box in the movie theatre. The contest started on April 25th, and is to run for a period of ten weeks.

* * * *

The Regal Clothing Co., Port Colborne, recently ran a novel sale in which they gave away sugar as a premium. This sale brought them much additional business, and they are following it up by a similar one, in which they are giving away staple lines of groceries.

* * * *

H. Robbins has recently opened a store at 119 Main Street, Niagara Falls, carrying a full line of men's wear and custom-made clothes. Mr. Robbins was formerly in business in Toronto.

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Scovil Bros., of St. John, N. B., recently gave away a second bicycle to the winner of a guessing contest in which the number of pennies in a jar was to be estimated. The winner of the prize was a thirteen-year-old boy, who guessed the exact number of pennies that is, 2,321. There were about 5,000 guesses in all recorded for the prize contest.

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David Blumer, of 352 St. Lawrence Boulevard, Montreal, was recently robbed of some $12,000 worth of merchandise. Mr. Blumer stated that the quantity of goods stolen was so large that it must have taken a wagon or automobile to have carried it away.

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D. Hazel, Managing Director of Hazel & Co., Ltd., of Leeds, England, woolen and worsted manufacturers, spent a few days in England in June on the way to the western coast.

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Rod Weir, of Fashion-Craft, Montreal, spent a few days in Saskatoon on his way to the coast. While in Saskatoon Mr. Weir addressed the clothing section of the Retail Merchants' Association meeting in that city.

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The Capital Tailors, Ltd., is the name of the newest store for men opened at 168 Sparks Street. It opened on Saturday, June 4th, with the slogan, "Suits and overcoats made to measure at $23.00." On the opening Saturday and Monday a gold-plated watch to each of the first 1,000 customers was given.

R. J. Taggart, of Red Deer, has purchased a men's furnishing business in Carbon, Alberta.

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The T. H. Smith Co., of New Westminster, B. C., recently held their 20th anniversary sale. This is the first sale of the kind they ever held.

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The Prince of Wales has recently given an impetus to the felt-hat industry in Australia by wearing a certain felt hat that became him very well during his trip through that country. It was a soft, smooth felt of light gray with a black band and a light-colored stitched edge round the brim. The crown was rather higher than the ordinary felt hat, but the full roll rather neutralized the high crown. The Prince recently purchased a certain type of straw hat in England, and straw-hat manufacturers, whose season has not been a good one, believe it will give a fillip to the trade.

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Murdock McLeod, of Cranbrook, has moved into new premises in the Worden Building on Baker Street.

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Oak Hall, Toronto, were recently successful in an appeal case before the Court of Revision, in which their business assessment was fixed at a 25 per cent. rate, the same as other retail stores.

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The American Woolen Co. are now operating at 90 per cent. of their capacity. It recently made many reductions to the trade.

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H. A. Sabine, of London, recently died at his summer residence at Springbank, following a long illness. He was the founder of the firm of H. A. Sabine & Co., and before that was a member of the firm of Spittal, Sabine & Co.

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The death occurred on June 12th of Christian W. Watson, aged 91 years. Mr. Watson came to Toronto over forty years ago and, up to the time of his death, was a member of the firm of E. & S. Currie Ltd., of Toronto.

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Burton McLean, of Winnipeg, has recently given up a portion of his premises, due to the fact that they have been sublet to the Service Tobacco Shops.

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The White Tailoring Co., of 1090 St. Clair Ave., Toronto, were recently robbed of $115 in cash and $800 worth of cloth.

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The Walthausen Hat Co., of Brockville, have recently commenced operations on full time. Officers of the company stated that this will continue for at least four months.

Charles Honsberger, of Tillsonburg, suffered considerable loss by fire late in May.

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John Lee, of Revelstoke, B. C., has moved into new quarters on Second Street.

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Creswell's, of Regina, recently opened their 19th anniversary sale.

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Alex. Sandison was elected president of the Merchant Tailors' section of the Retail Merchants' Association at annual meeting in Winnipeg. Other officers elected were: Hon. President, J. S. Stephenson; 1st Vice-President, C. H. Nilson; 2nd Vice-President, Israel Tessler; Treasurer, R. W. Anderson; Secretary, W. Cameron. An advisory committee to the executive was appointed as follows: J. S. Loughton, Brandon; N. R. Dissett, Pilot Mound; Geo. Hand, Virden; J. Gardiner, Dauphin; A. Archer, Reston.

During the evening an address was given by R. B. Vaughan, director of vocational training, on the subject of "Part Time Education." Following a discussion on the address a resolution was passed to the effect that recommendation be made to the school board of Winnipeg "to introduce part time education, for the training of boys for the merchant tailoring trade."

The Two Clip Tie Co., of Toronto, have just put on the market a new tie clip that promises to give very satisfactory results. The clip fastens on both sides of the collar and is governed by such a strong spring that it is practically impossible for it to work loose or drop off. This clip will hold on either the soft or the stiff collar, whether a close or wide-open front.

New early fall cap, pleated back, fancy pointed band with special stitching. Cap also has special unbreakable peak. Shown by the Boston Cap Co., Montreal.

Business is Active in Accessories

St. John Merchants Anxious for Some Lower Prices.

In departments other than clothing, devoted to men's wear, Maritime retailers report excellent business, although the majority of customers are inclined to haggle over price. The prevalence of sales during the spring brought to light the fact that women are the chief purchasers on these occasions, the male element preferring to leave the selection of their wearing apparel to them, rather than frequent the sale counter. Consequently, methods of salesmanship have had to be adjusted to meet this new condition, in most stores catering to men.

Views on Prices.

Underwear is one line which the consumer is especially anxious to see reduced, according to one merchant, and the entire demand is for the one-piece combination in place of the two-piece garment. There are only two seasons in underwear-selling, summer and winter, in the Maritimes, as the spring or fall underwear is scarcely the right weight to be comfortable during the long cold spring which heralds the all too short summer months.

Neckwear.

In neckwear, the extremely narrow tie is not popular, the preference for wide shapes being very pronounced. The thin starched collar also has not "caught on," due, it is thought, to the conservative character of the average business man, who still clings to a regular weight starched collar or to a negligee soft style for informal occasions. The new idea in thinner textures is regarded as not sufficiently immune from injury to its appearance through perspiration in warm weather. Still another tendency noted is the refusal of the maritimer to accept the new colored shirts with stiff collars of self material, which are enjoying a vogue in Upper Canada. One merchant showed Men's Wear Review a large quantity of such collars which he had been obliged to discard entirely, and substitute white collars upon the shirts in question. As a rule, however, the average man asked for something new and up-to-date, and prided himself upon appearing well groomed, if inconspicuously, at all times.

Display Goods On Counters.

Owing to the diffidence displayed by men purchasers about attending sales, most men's wear stores have found it best to display goods right out on counters in groups, tagged with prices, as this method is preferred by feminine shoppers. Many more sales are made in this way, it is said, when women can handle and examine the merchandise without having to ask for it to be brought out from the show cases.

A cessation of mark-down sales is shortly anticipated in New Brunswick by stores that do business in the regular way, and in most instances the opinion is expressed that by keeping prices down to a popular level business will gradually regain its old volume.

Well-Known Maritime Firm Expands:

F. S. Thomas, of St. John, Branches Out

Adds Clothing to His Hats and Furs—Specializing on Workingmen's Clothes—Marks Down Merchandise But Does Not Advertise the Fact—Opposed to Sales

LINKING up a men's furnishing store with an already flourishing business in hats and furs is the successful achievement of F. S. Thomas, of St. John, N. B. Having made his name and reputation for value-giving widely known, the opening of a branch store next door to his original building was easily accomplished, and is now a most popular "rendezvous" with all types of men who daily pass up or down Main Street, the busiest artery of the maritime city. Mr. Thomas finds the addition of men's furnishings to be a very satisfactory idea, and just as logical a complement to the fur or hat section as would be a line of women's ready-to-wear, which is so frequently tried out by the retailers of men's clothing.

The new store is most attractive, especially as regards the frontage and display windows, which are neatly finished in light oak with gray background overlaid by wood panelling. The latter addition now gives the Thomas store a display of four large windows, two of which are devoted alternately to furs or headwear for boys and men, and the rest to furnishings and apparel.

Department for Workmen's Clothes

"If I had the room," declared Mr. Thomas to a staff member of Men's Wear Review, "I would have a corner exclusively devoted to laborers' or working-men's needs, for I consider this line needs to have especial attention paid to it, and to handle it successfully it should be given space entirely to itself. Working men should be able to purchase their work clothes independently of their off-duty apparel, and I think both are more successfully handled as separate lines.

"Women are large purchasers of working clothes for men," he continued, "and they are good judges of what affords the best value for the money. We can't put anything over them!" Good quality overalls, workshirts and gloves are the leading features of the working man's display in the Thomas store, and much space is also given this month to a large showing of outing clothing in khaki, etc., for the summer camper or the fisherman. In connection with this line, Mr. Thomas pointed out that the popularity of motor boating has, to a great extent, altered the demand for holiday or warm-weather clothes, since to-day the great demand i necessarily for overalls or other protectin garments to don over regular clothing t avoid harm from grease or oil.

Motor boat enthusiasts care little abou their appearance, so long as they can mes about with lubricants and other "unclea things" most vital to the welfare of the engin and have little resemblance to the yachtsma of 15 years ago or more, whose pride it wa to appear immaculate in spotless whit ducks, navy serge jacket and white-toppe cap—a perfect picture of correctness in eve detail. The sailing boat for pleasure ha practically disappeared along the Bay Fundy and the picturesque St. John Rive and in its stead the motor boat, like th automobile, has come, imparting its stam of prosaic practicability, to the lasting regr of maritime clothiers.

Avoids Sales

Mr. Thomas is averse to the holding sales at any time, and says, "there is on one end to the man who cuts prices to cat trade. I have reduced prices right alon but have said nothing about it, and n customers are often heard to remark th merchandise is just as good value So-and-so's advertised at a sale."

After more than 30 years' experience hat-selling, Mr. Thomas was able to thr some light on the reason why the straw h season is so short along the Atlantic coa "It isn't temperature at all, as so ma people think," he remarked, "for our wa days often arrive in May just as they do Upper Canada, but the fact that our wa winds come from the southwest and almo always bring fog is our great handicap he No straw hat will stand up long under warm, wet drizzle, and so we see far more fe worn here all summer long, as well as cap

The visitor to the Thomas store cannot fail to be struck by its location at the be of an historic and picturesque hill, nam Fort Howe, which commands a fine view the harbor. The store, like many others St. John, is, therefore, forced to accommode itself to the exigencies of nature, and s shallow in depth but rises to the height a large residence of several stories. Somehow, ultra modern equipment and the us elaboration of display commonly noticed n metropolitan centres would be out of pl e in this rugged but splendid setting, and he Thomas store preserves an indefin atmosphere of dignity and old-world cha very seldom met with outside of marit cities, where undue haste and noisy co motion are altogether unknown.

SPERO POCKETINGS

TWO OF A KIND Both Reliable

Richard Haworth and Company Limited, England

GARTERS

Garters of the Satisfaction-Giving kind.

No. G.P. 22.
Regd. No 205436

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the ——— trade. ———

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES are noted for their QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

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Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

J

Selling Hats

The New Way System displays four times as many hats as any other method—yet brings each in reach of the salesman.

Let us demonstrate the system to you.

Jones Bros. & Co., Limited

29-31 Adelaide St. West
TORONTO

Whether you are Manufacturer or Retailer, make sure of getting the Genuine

"Cravenette" REG.D

Cloth and Garments

by seeing that the "Cravenette" Regd. Trademark is on every yard of cloth or inside every garment.

It is well to remember that "Cravenette" Regd. is NOT a fabric but **is a process,** and any cloth made shower-proof by the "Cravenette" Regd. Process is a "Cravenette" Regd. cloth, regardless of its texture.

REG.D TRADE MARK "Cravenette" PROOFED BY THE Cravenette Co. Ltd.

These Symbols are the hallmarks of excellence in the Textile World. See that your shower-proof Cloth, Linings and other fabrics carry these signs of reliability.

BDA

THE BRADFORD DYERS' ASSOCIATION, LTD

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BRADFORD
DEPT. 43
39 WELL ST.

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA
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Uses Stunts

(Continued from page 17)

fortably in the refrigerator, modestly refusing to have anything to do with the crowd of people who collected about him. Despite all efforts to distract him from the serious job of advertising David's straws, the tiny Ethiopian stayed on the job with great success until the time was up, and his salary, $2.00, was earned. It took considerable faith in one's straw hats to display them in so unusual a setting as a plain and unadorned refrigerator or a cake of ice, but according to Mr. Soloman such faith was well justified.

Avoid Serious Note in Summer

"Don't be too everlastingly serious," warns Mr. Soloman with regard to display work in general. "In the dog-days people's minds need to be distracted, and interest in buying has to be artificially stimulated. Get people into the habit of associating your store with everything that is new, original, different and artistic, and they will drop in just to see what you are up to."

"The Tom Sawyer"

A smartly designed suit for the "regular boy," developed in pure wool fabrics, featuring a number of novel style points for fall, 1921. The coat is semi-fitted with inverted pleat in the back to ensure freedom of movement, and is belted all round and fastened with a natty buckle. The vertical top pockets are especially attractive to boys. Either bloomers or knee breeches can be supplied, and a becoming one-piece cap in material to match the suit accompanies the outfit. These suits come in sizes 25 to 35 only.

Shown by courtesy of the Fashion Boys' Clothing Co., Montreal.

Conducting "Buy-at-Home"

(Continued from page 38)

as by going out of town or sending out of town.

Why not meet the mail order house catalogue with a catalogue that is the result of a co-operative effort on the part of the retailers? Not only should such a catalogue be circulated within the limits of the corporation, but throughout the rural section contiguous to the town or city itself. The moment is opportune for such a co-operative effort. Aggressive firms are after business as never before. Price counts with the buying public as it has not counted for years. It is the right time to bring home to the buying public the "price message." It is possible to stem the tide of the mail order competition if it is gone at in a thoroughly vigorous manner. Too many retailers, perhaps, have accepted this competition as people in the olden days used to accept a scourge without taking any precautions against its recurrence. This thing can be done and the realization that it can be done is the beginning of a co-operative campaign that will bring untold benefits to retail interests.

Popular-Priced Men's and Boys' Clothing

Well made from up-to-date, **salable materials,** and at a price which will meet **present-day competition**

IT WILL PAY YOU

to get our quotations before placing orders

The Gardner Clothing Manufacturing Co.

Wholesale Clothing Manufacturers

645 St. Valier St., Quebec.

Arrow Pad Garters

for customer comfort and satisfaction.

Quality that makes repeat sales and Prices that please

Ask for quotations on all Arrow brands.

Pad Garters Arm Bands
Leather Belts
Elastic Belts

Arrow Garter Mfg. Co.

489 St. Paul St. W. -- MONTREAL.

YOUNG MAN calling on Men's Wear Trade in Ontario wishes good side lines on commission. Reply to Box 764, Men's Wear Review, 143 University Ave., Toronto.

TWO COURSES

Advertising and Show Card Writing

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

Great Business Opportunity

A well-established and profitable Clothing and Men's Furnishing business in one of the larger towns of Western Ontario (carrying with it the "FASHION-CRAFT" agency) is now for sale. Great opportunity for a live merchant desiring to improve his condition, or a young man experienced in the line wishing to start on his own account. A few thousand dollars are required of course, but we will finance the right party for the balance necessary for him to make a success of the undertaking.

Write, giving full particulars, to

PROMOTION DEPT.

Fashion-Craft Mfrs., Limited

566 St. Lawrence Blvd., Montreal

New Forms for New Styles

No. 2014 A

Our Coat Forms are made to meet prevailing styles in "Men's Wear."
Metal and Wood Fixtures of all descriptions and finish. High quality—Reasonable Prices.
A post card will bring a catalogue.

DELFOSSE & CO.

Cor. Craig & Hermine Sts., MONTREAL

"For a Rainy Day"

The man who consistently invests a few hundreds each year never has to worry about the future—the rainy day or his old age has no financial terrors for him.

Whether you have already sufficient invested or whether you are still looking out for probable "buys," for the sake of your own future *you must take every precaution for safety.*

THE FINANCIAL POST specializes in an Inquiry Service noted for its accurate and sound replies regarding investments. This service is free at all times to subscribers.

Write now for a copy of THE FINANCIAL POST. The subscription price—$5.00 a year of fifty-two issues—is really **insurance on your invested money.**

THE FINANCIAL POST

143-153 University Ave.,
TORONTO

Hollins DAY & NIGHT WEAR

The Mark of Fine Merchandise

"Viyella" (Reg'd)

"Aza" (Reg'd)

"Clydella" (Reg'd)

Unshrinkable Flannels

—are in constant demand by reason of their established *quality*. In addition, our consumer advertising is continuously stimulating this demand. This means a steady turnover for the merchant who handles our fabrics. Have *you* a representative stock?

WM. HOLLINS & CO., LTD.
(of England)
62 Front Street W., Toronto
45 E. 17th Street, New York.

INDEX TO ADVERTISERS

A

Atlantic Underwear, Ltd ..... Inside Back Cover
Arrow Garter Company 46

B

Bradford Dyers' Assoc., Ltd 45
Boston Cap Company 12
Brooks, A. G. 46

C

Canadian Handkerchiefs Ltd 2
Cluett, Peabody & Company of Canada Ltd 1

D

Dale Wax Figure Co., Limited 12
Deacon Shirt Company 10
Delf[illegible]e & Co 46

F

Fashion Boys' Clothing 14
Faire Bros. & Co., Ltd 44
Finestone Clothing Company, Ltd 6
Fashion Clothing & Cap Co 12

G

Gardner Clothing Mfg. Co. 46

H

Haworth & Co., Ltd., Richard 43
Hickok Mfg. Co., Limited 5
Hollins, Ltd., Wm 47

J

Jackson Mfg. Co., Ltd 10
Jones Bros. & Co., Ltd 44

K

Kitchen Overall & Shirt Co., Ltd ..... Inside Front Cover
Kitchener Suspender Co., Ltd. ..... Front Cover

N

National Cash Register Co. of Canada, Limited 4
Northland Knitting Co., Ltd 13

O

Oxford Clothing Co., Ltd 8

P

Parsons & Parsons Canadian Co 8
Prosperity Shirt Company 6

R

Racine, Ltd., Alphonse 3
Raven & Co., Ltd., William 44

S

Schwartzman Bros 14
Shaw Correspondence Schools 46
Stifel & Sons, J. L 11
Shuttleworth, J. R. & Co 15

T

Taylor-Brasco, Limited 16
Tooke Bros., Ltd ..... Outside Back Cover
Tutt Clothing Company 9
Two-Clip Tie Company 14

V

Victoria Rubber Company 7

W

Walter Williams & Co., Limited 15
Will-Tie Cravat Company 10

Sells Steadily

FROM the backs of hardy Maritime sheep comes the soft wool yarn with which Atlantic Underwear is knitted into garments of perfect finish.

Every time you sell an Atlantic garment you can meet the purchaser's demand for a moderate-priced suit that will give excellent wear with absolute comfort.

Sold in a large range of different weights and qualities.

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears

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LIMITED
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IN ALL SIZES. ∴ *READY FOR IMMEDIATE DELIVERY.*

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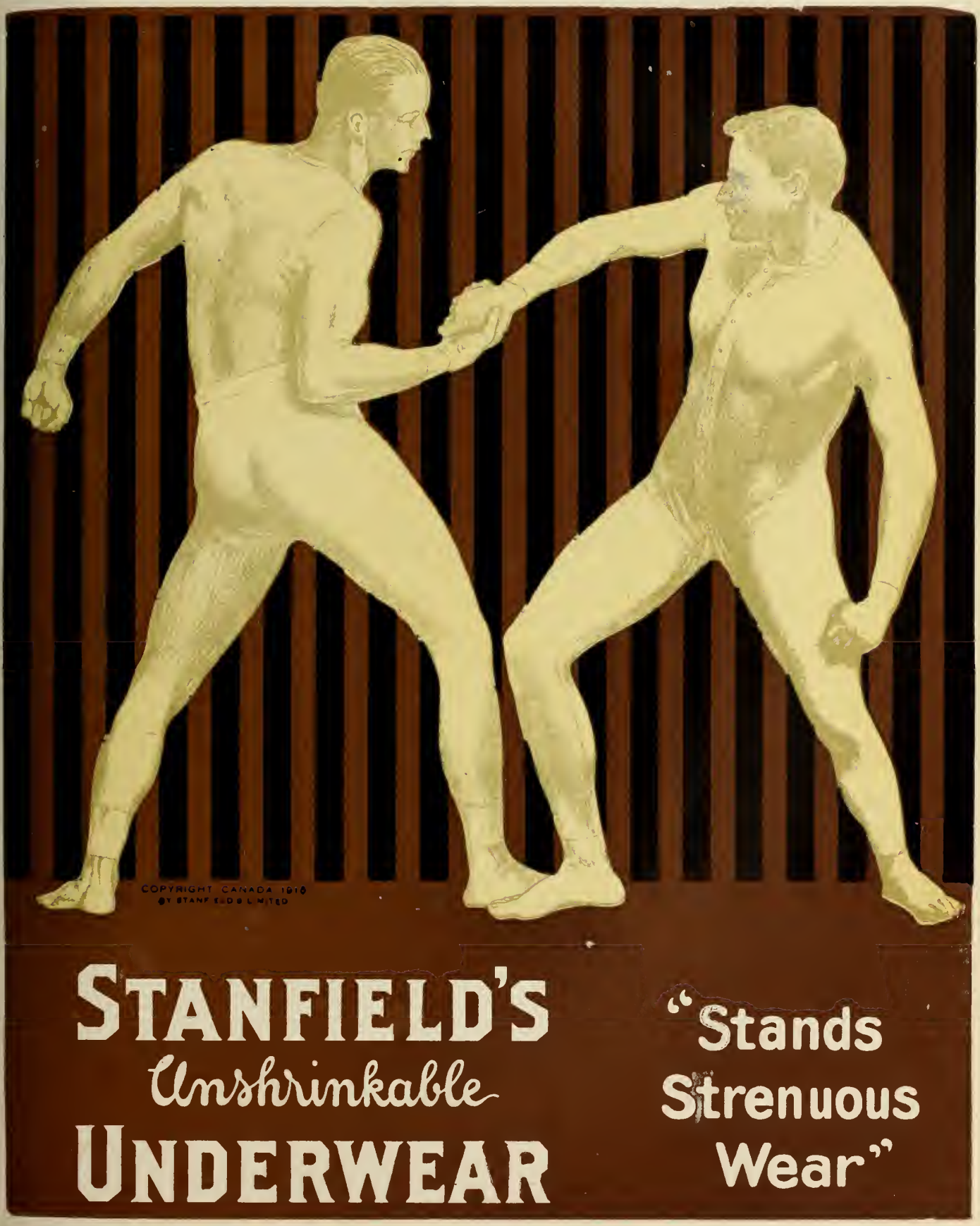
MEN'S WEAR REVIEW

Volume XI | Toronto, Canada, August, 1921 | Number 8



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Importing, Exporting, Manufacturing, Competitive Montreal
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Whether you come as an old customer, a new customer, or a merchant visitor, we would like you to give us just one half-hour of your time

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besides our Factory Departments and newly added Merchandise Departments, the Order Department, the Statistical Department, the Traffic Department.

Alphonse Racine Limited

Manufacturers and Wholesale Distributers of Everything in Men's Furnishings

60-98 ST. PAUL ST. WEST, MONTREAL, QUEBEC

FACTORIES:—Beaubien St., Montreal, - St. Denis, Que. - St. Hyacinthe, Que.

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MONTREAL

Her History, Art, Education, Industry; Some Interesting Facts Concerning the Ancient City

Population Now Well Over 800,000—Has Over 2,500 Factories—Industrial Output in 1920 Was $551,814,605—Center of Two Important Educational Institutions and Many Commercial—Its Buildings.

THE commanding geographical position of Montreal accounts in a large measure for its present-day importance as a manufacturing and distributing center. Montreal is the approximate geographical center of 75% of the country's population, a fact that means much to her manufacturers in the efficient distribution of their products. Located at the head of ocean navigation on the St. Lawrence River and at the point where the immense water traffic of the Great Lakes is transferred to ocean steamers, Montreal has developed into one of the largest seaports of the world, the second largest on the North American continent. Situated upon an island some thirty miles in length, the city proper embraces an area of 50 square miles, and has a population of well over 800,000.

The growth of the city is the pride of its inhabitants, for Montreal has never passed through a period of stagnation, nor has it experienced a "mushroom growth." From the point of view of export shipping facilities, Montreal is unsurpassed, possessing as it does 32 miles of waterfront, with deep-water dockage for 100 ocean steamers. The St. Lawrence River carries over one-third of Canada's national trade to and from the Port of Montreal each year, and in point of volume of foreign trade Montreal is only exceeded on this continent by New York. Twelve of the greatest shipping lines of the world include Montreal as their terminus, and, in addition, the city is also the headquarters for the railways, leading banks, insurance companies, financial and commercial houses, and telephone and telegraph companies of the Dominion.

2,500 Factories

Probably no Canadian center possesses the wide range of manufacturing activity within its limits that the Montreal district enjoys. Its factories number to-day about 2,500 and are greatly diversified as to their output, ranging from steel ingots, gigantic freight locomotives, steel ships, all sorts of cars—freight and passenger, textiles, knitted products, rubber goods, cement, sugar, clothing and whitewear, linoleums and oil-cloth, leather goods, flour, petroleum products, chemicals, machinery, etc. In the latest government statistics regarding representative Canadian industrial centers, Montreal is rated in proportion to all Canada as producing to the extent of $551,814,605 in the year 1920, a figure far beyond that quoted for any other city in the Dominion.

Panorama of Montreal and St. Lawrence River from Mt. Royal

For picturesqueness of location Montreal is unique. Back of the commercial and business district and in the center of the city is the famous Mount Royal—a mountain of some 800 feet above river level. This beautiful elevation, rugged and picturesque, is set apart as a city park.

In addition to being the principal manufacturing, distributing and financial center in Canada, Montreal is famed for its exceptional educational advantages, and two of the best known institutions for higher education on this continent, McGill University and the University of Montreal, are situated in the city. Here are also many theological colleges, public schools, technical and private institutions.

Historical

Aside from its position industrially, Montreal offers much of interest in a historical way. In 1535 Jacques Cartier, sailing up the mighty St. Lawrence River, came upon a large fortified Indian village between the river and the base of a mountain, on an island between the Ottawa River and the St. Lawrence. This Indian village marks the site of a part of present-day Montreal, named after its mountain by Cartier. Champlain, in 1611, established a trading post here, and in 1642, Paul de Chomedy, of France, founded the city proper, which remained under French rule until 1763, when Canada became an English possession under the Treaty of Paris. About 75% of the population of Montreal are of French-Canadian origin, and both languages are officially used, the inhabitants speaking both with equal facility.

Montreal contains numerous historical buildings and is especially rich in magnificent churches and other ecclesiastical structures, and on this account has been named the Rome of the New World. Among the leading buildings and points of interest should be noted the following:

Its Buildings

The new Art Gallery and Civic Library,—both of Grecian inspiration architecturally; the Chateau de Ramezay, now used as a museum; Notre Dame and St. James Cathedrals, both Roman Catholic churches; Christ Church and St. James Methodist Cathedrals; the Bank of Montreal and the City Hall, both examples of fine architecture; the Bonsecours market, a veritable scene from old France on market days, and the imposing Lookout from Mount Royal, from which a superb view of the river is obtained. Besides these, the many hotels, colleges and handsome residences are equally deserving of mention, the last named, particularly, being of stone for the most part, planned on majestic lines. Sherbrooke Street, the most fashionable boulevard of the residential district, is lined with such mansions for many miles, glimpses of which may be obtained through the trees which border either side.

Taxation

The system of taxation in Montreal is

simple and very favorable towards manufacturers especially. The 1920 tax rate was 2.084% on the value of real estate and buildings, while the business tax was 8½% on the assessed annual rental value of the premises. Montreal imposes no personal income tax upon her residents, as is generally in vogue in other cities.

The constant steady growth of new industries in Montreal district is solely due to the fact that manufacturing costs are lower there than in other sections of Canada, and that Montreal's central location to 75% of Canada's population assures cheaper delivery of manufactured goods.

The early traditions of the Montreal clothing industry are bound up closely with the history of the early nineteenth century, when the city first became notable commercially. Its possibilities as a clothing center were recognized very early, both by those who were called upon to provide ready-made clothing at a moment's notice for sea-faring men who called at the port, as well as by the army tailors who entered civil life and who found custom tailoring an extremely profitable enterprise owing to the complete lack of manufacturing facilities. In the outlying districts of the country surrounding Montreal, the male population owed what sartorial style it could boast to the skill and ingenuity of its womenfolk, to whom the difficult task of contriving masculine attire became almost as easy as ordinary household tasks.

Pioneers of the Trade

About the year 1860 and subsequent to the close of the American civil war, clothing of all sorts was purchased in Canada in large quantities by the United States to supply the urgent need existing there, and at the same time a distinct reaction against the homemade homespun suit was experienced on the part of the younger generation who could not afford the services of gentlemen's tailors. Thus, with a distinct need prevailing all over Canada, it was not long before several ambitious pioneers opened up factories in which clothing might be made in a wholesale way from improved cloths and with finer workmanship and finish than was possible in the old way. Among those early pioneers of the Montreal clothing trade were such names as S. H. & J. Moss, James O'Brien, J. W. Mackedie & Co., Muir Ewan & Co., Walter MacFarlane & Baird, Foules & MacCubbin, Evans & Co., and H. Shorey & Co.

Contract System Employed

The majority of these men operated their business by means of the contract system, the actual work of finishing the garments being performed by French-Canadian women living in the outlying villages of Montreal. This class of labor was dependable, skilful, industrious and steady and under this regime the industry received an impetus which was the forerunner of its present significant success.

The Approach to McGill University, Montreal

Many of the early clothing makers of Montreal were in the habit of giving out large numbers of garments to women, who in turn employed no inconsiderable number of country people, and thus very large contracts could be filled promptly.

H. Shorey & Co. Among First

The firm of H. Shorey was among the first of the earlier clothing makers to conceive the idea of improving gentlemen's apparel by means of better facilities for workmanship. Hitherto, the better grades of suits and coats had been imported from Leeds and Ipswich in England, and the idea of turning out similar garments in Montreal appeared at that time to be decidedly ambitious. Shorey & Co., however, were most successful, and by their efforts encouraged a number of other firms to go in for the manufacture of high-grade clothing on a large scale. Clothing, at that time, was manufactured all the year round, and large stocks were piled up, a ready market for which was at all times available. Prices also were amusingly low in contrast to what is asked in this year of our Lord 1921, ranging all the way between $3.50 to $20, while styles as portrayed by the fashion journals of that day appear unique to our eyes. From 1847 to the latter decade of the nineteenth century the creased trouser was an unheard of thing in finer grade merchandise, and this is but one of the many important changes introduced season by season into masculine apparel.

Canada's Largest Clothing Plant

Between the years 1880 and 1890, two of Montreal's most important clothing factories made their initial bow to the industry, namely, the John W. Peck Co., Ltd., and the E. A. Small Co., Ltd., both of which are now among the leading firms in the Canadian clothing trade. To the E. A. Small Company, better known as "Fit Reform," may be ascribed the uplifting of the clothing trade by the introduction of the "wardrobe system," which permitted merchants to keep the stocks in better shape. This was the orig of modern store equipment as now featur by all up-to-date firms.

Among the older firms who came int existence about this time should be mentione the Semi-Ready Clothing Co., H. Vineberg Co., Ltd., H. Kellert & Sons, the Christ Clothing Company, etc., who graduall replaced the earlier pioneers. Some of th latter became absorbed or merged in th newer companies, but their traditions an policies have been carried on with ever-ir creasing success. The Semi-Ready Compan was the first to institute the idea of openin its own retail stores throughout the Do minion, and is consequently a household word in every locality.

Still later, the Montreal clothing industry became noted as the home of such well known firms as the Freedman Company B. Gardner Company; S. Levinson & Co. Fashion-Craft Mfrs., Ltd.; Society Brand College Brand; Style Clothes; Campbel Clothing; Rubenstein Brothers; etc., etc The local center of operations has expandec from a comparatively small district in the Notre Dame Street neighborhood all over the city of Montreal, so that to-day no one locality can lay claim to being the "heart of the garment industry," as is the case in certain other cities.

Facts About Montreal

At the present time in the Montreal market, according to figures obtained from the local branch of the Clothing Manufacturers' Association, there are approximately twenty-five leading clothing factories, employing in the vicinity of 6,000 employees in busy seasons, approximately half of which are male and half female. The annual turnover is estimated at $25,000,000.

Collective Bargaining First Tried Out

The plan of collective bargaining as applied to the clothing industry was first introduced

in Canada in the Montreal field, with a consequent lessening of labor troubles. This method entails the maintenance of (1) "impartial machinery" for the adjudication of all differences, (2) equal distribution of work in slack periods, (3) wage scales arrived at twice a year, and (4) standards of production indicating the amount of work required for the scale and based upon the average production of a skilled worker.

Long History

The Montreal clothing industry looks back upon nearly three-quarters of a century of uninterrupted growth untroubled by serious setbacks or industrial difficulties. Drawing as it does upon a widely differing variety of races for its workers, including French, Jewish, Italian and English, factories find it possible to employ the type of workers which have proved most satisfactory to them. In so far as improved methods of manufacture are concerned, the Montreal industry may be said to rank among the leaders on this continent, few innovations of any moment failing to find a place in its leading garment houses. To name only one feature which has considerably revolutionized the industry, the method of "dry steam pressing" is but one of the many labor-saving ideas which are gradually placing ready-made clothing upon a plane hitherto undreamed of. And as new uses are found for electricity and machinery continues to improve in efficiency, so surely will the Montreal trade continue to forge its way ahead to meet the demands of a discriminating Canadian public.

Montreal not only leads in the field of men's clothing production in the Dominion, but it also may boast of being the leading center of various furnishing lines, the manufacture of which has made the city well known in other countries as well. All lines of shirts, collars, neckwear, handkerchiefs and underwear are turned out by leading factories, among which the name of Tooke Brothers has ranked almost as a household word for the past fifty years. Many other firms are noted as manufacturing more than one line of men's furnishings, such as the Acme Glove Co., which puts out shirts and gloves as well as knitted goods, sweaters, etc.; the Canadian Converters Co., Ltd., which is equally well known for its shirts and collars as for its large output of feminine apparel; and in the domain of waterproof coats, the National Rubber Co., S. Rubin, H. E. Davis & Co., Schwartzman Bros., and many others have placed Montreal in the lead of other localities as a producing center of high-grade merchandise.

Operating Profit Shows a Decline

General Business Conditions Reflected in Tooke Bros.' Annual Report.

Montreal—The Tooke Bros., Ltd., annual statement was presented to the shareholders at the annual meeting, July 14th. General business conditions are to some extent reflected in the report, a reduction of profits bringing this company in line with most other industrial institutions now operating. In presenting the report, the President, W. A. Tooke, pointed out that while the past year had been a trying one in many ways, the company's shipments were the highest on record. Allowances made to customers, cancellations and returned goods had resulted in an increase in inventory, but that prices had been taken at a fair market value as of this date. After providing for income tax and writing off a liberal amount from profits as a reserve against depreciation on inventories, the net profits for the year amounted to $93,524, which the directors consider satisfactory.

He further stated that while orders for future delivery were not as large as a year ago, sorting business was satisfactory, and would, no doubt, continue so for some time to come.

The profit and loss account showed operating profits of $93,524, as against $238,030 for the previous year, and $152,410 for 1919. After taking off preferred dividends, the surplus amounted to $24,574, as against $119,805 last year and $51,122 in 1919. The amount set aside for preferred dividends was $68,950; to be carried at credit of profit and loss is $344,880, as against $320,306 in 1920 and $200,501 in 1919.

Total assets show a gain for the year of $189,469.

Here is the unique way in which Cummings, of Montreal, announced the opening of a store under the guidance of the two men referred to. There were others used besides these, but the one in the center was the last one to appear. It is a novel form of advertising, and brought good results.

Lou Rosenberg.

Pat Hefternan

May Thirtieth,
Montreal
nineteen Twenty-one.

DEAR FOLKS:

The man on the left is "Lou" Rosenberg. A lot of folks know him for he's lived in Montreal all his life. He's particularly known for his outstanding ability as a "merchandiser" a man who knows all the angles of "right buying," a keen judge of values and one who has a well developed sense of regard for the Public interest. Few men in Canada are better known in the clothing world—none better thought of.

And "Pat" Hefternan—well everybody knows him for the conscientious, square-dealer he is. Nothing satisfies him that does not satisfy his customers. SERVICE is his IDEAL. making friends his greatest art. Another "native son"—whom thousands vouch for.

So the shop that is to be founded under the guidance of "Lou" and "Pat" is going to be dedicated to service. Everywhere there will be an air of HAPPINESS, an entire absence of grind. YOU'LL note a happy, care-free atmosphere that plainly tells it is a pleasure to have you come and a privilege to serve you.

There will be an entire absence of hurry, you will feel like wanting to stay longer. You'll realize that here at LAST is a shop where PUBLIC interest is first—just as though they had a direct guiding hand in its management.

And then there will come over you a sense of SATISFACTION that HERE at last is the shop of IDEALS—the kind you thought always ought to exist but which never seemed to come.

Yours until tomorrow
CUMMINGS.

Lou Rosenberg.

Pat Hefternan.

Montreal,
June First,
Nineteen Twenty-One.

DEAR FOLKS:

The Pelican is a queer old bird, for its bill holds more than its "bellican." Its heart is bigger than its bill and it's the only bird that shares its food with other fowl. So the queer old Pelican looms up big in the eyes of "Lou" and "Pat", for to them beauty is more than skin deep.

"Lou" and "Pat" are going to loom up much better through personal contact than through any amount of letters I could write to you, for their mission and ideals are bound to win you.

Their shop is to be located at 471 St. Catherine Street, corner Metcalfe (Up-Stairs), and is to be dedicated to SERVICE, to HONOR merchandise that will be new and fresh, as the day that will dawn upon the opening of their HOUSE OF IDEALS. Clothes that find a home there will have to stand a rigid test as to their worth—the doors will be barred to unworthy merchandise.

You will rub your eyes and wonder at the unusualness of this SHOP after the stock-in-trade methods so much in vogue, but boiling the whole thing down—the HEART OF IDEALS of "LOU" and "PAT" are only a liberal interpretation of the GOLDEN RULE—the only road to sincere happiness—a road—so many business houses find it hard to travel.

Tomorrow I want to tell you something about business black magic." It'll interest you, I'm sure.

Yours until tomorrow,
CUMMINGS.

LOU
AND
PAT
MADE GOOD IN A DAY!
SATISFY. MY HOW THEY DID SATISFY.
The story wasn't too good to be true. Cummings Clothes Shop was different—it was unusual—a Shop of HEARTS and IDEALS where the promise was made to be fulfilled and everything squared with the Golden Rule, where HONESTY and FAIRNESS dictated Canada's greatest clothing values.
AN APOLOGY AND AN INVITATION
From dawn to dusk the SHOP OF IDEALS was crowded. It was an event that will mark the turning of a new page in clothing history. LOU and PAT are pointing the way and setting the pace to a new standard in PUBLIC service. They are establishing the gold standard of clothing values and the human standard of service. They are blazing a new trail in the business world—one over which the PUBLIC may travel to before-unheard-of-values.
The Public was not slow to respond. It took work and faith to bring this SHOP into being—this HEART shop founded by LOU and PAT—but it was worth it all. "We have never seen such values"—"I paid $15 more for this same quality suit elsewhere"—"This is real service"—"Principles I came—there and complete others were the individual verdicts rendered on opening days. Popular opening awarded a well rounded and just victory to LOU and PAT.

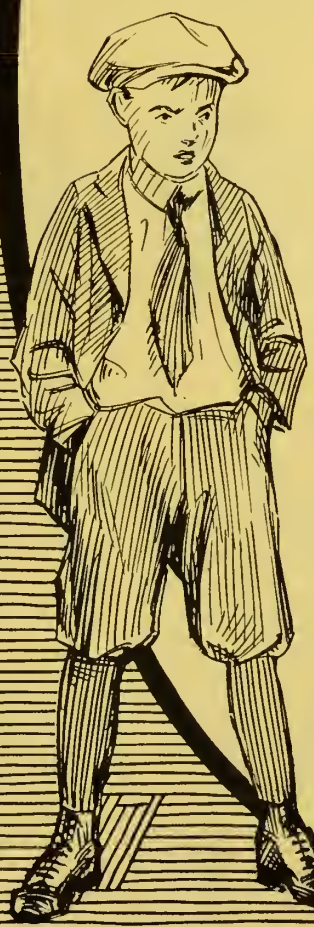
How many of the thinking few,
Think of the thoughtless things they do?

IF
YOU WANT
AN EXPLANATION

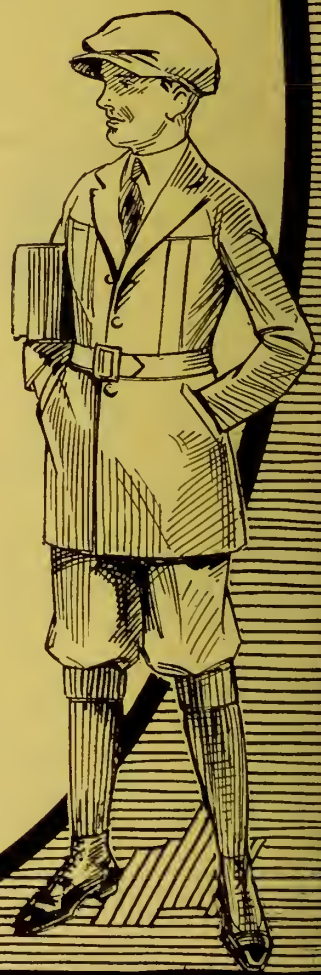
ASK

"THE LITTLE GENTLEMEN"

Clothes for Boys



Turn to your Right
Not to get "Left"



The Hartt-Brown Company, Limited.

124 St. Antoine Street

Montreal - - - Canada.

A Full Assortment of the Right-hand-side Model in Stock, ready for delivery.

ARMOUR CLAD

CLOTHES FOR BOYS

PROTECTED AT THE WEAR SPOTS:

ELBOWS, SEAT, AND KNEES DOUBLED

POCKETS REINFORCED

SEAMS RIP-PROOF

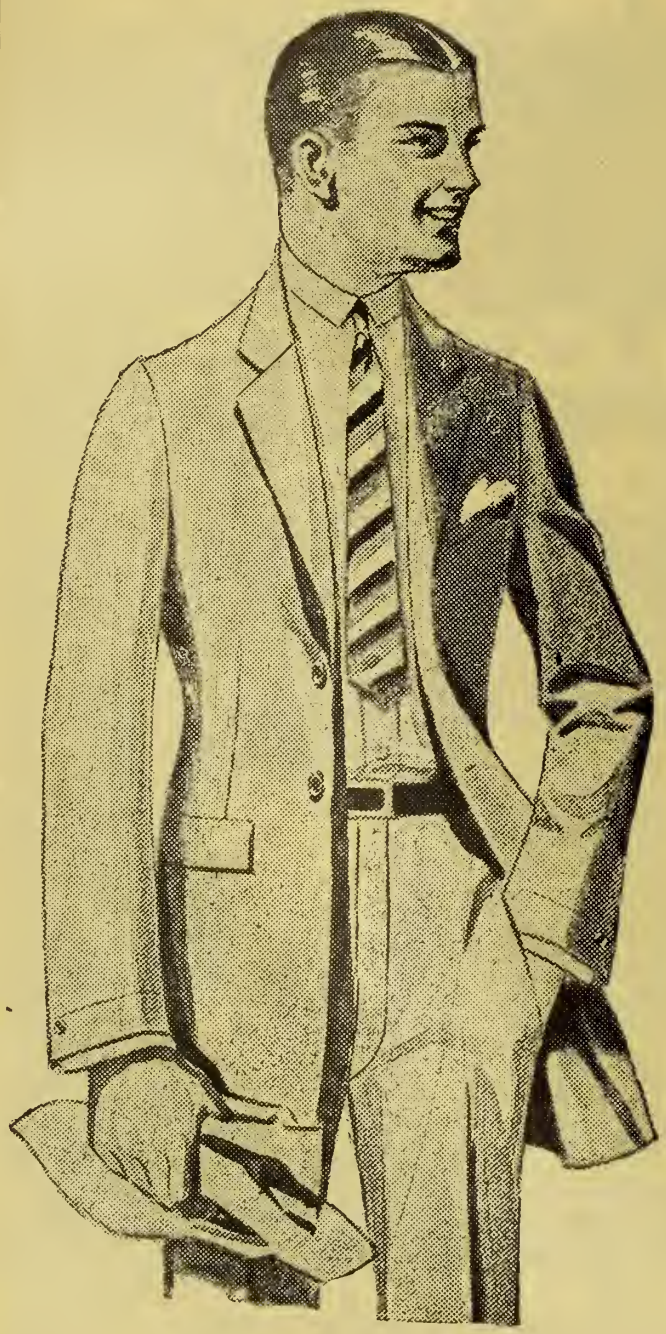
HAVE YOUR LAD - ARMOUR CLAD

The slogan that will build up trade

Manufactured by

The **FREEDMAN COMPANY**

MONTREAL



ELK BRAND

Clothes for Young Men and Their Elders

Mr. Merchant

Possibly you are one of the careful buyers, who have put off buying their Fall Clothing till prices reached bottom.

This is your chance to save money.

See our line which we have to offer for Men's, Young Men's and Boys'

Prices that will bring the trade to your store

Prepare For School Days

Are you ready for the big rush of business that is sure to come your way next month, when Mothers are preparing their Boys for School ?

If you are not ready, get busy and plan to obtain more than your share of the business.

ELK BRAND BOYS' SUITS in your stock will do as much as anything to insure your store the support of the Mother and her Boy.

Ready for Immediate Delivery.

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 Vitre St. West - - - Montreal.

ACME
TRADE MARK

SHEEP-LINED
COATS
SOCKS
BOOTS

Prompt Shipment
of Sorting Orders

MACKINAW
COATS
PANTS
SHIRTS

Also
Fine Shirts
Work Shirts

Acme Glove Works Ltd., Montreal

Peck's

CLOTHING THAT ADDS PRESTIGE TO THE STORE

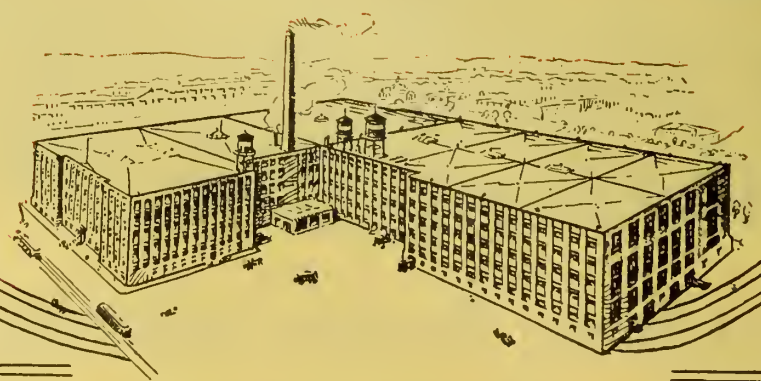
In every town there is a clothing merchant who is pre-eminently the leader. He does the cream as well as the volume of the trade of the community.

Throughout Canada Peck's Clothes will be found in such stores.

The Style, Fit and Quality of Peck Clothing make it as attractive to the shrewd merchant as it is to the discriminating consumer.

JOHN W. PECK & COMPANY, LIMITED

MONTREAL WINNIPEG VANCOUVER



Peck's

DOES YOUR BOYS' CLOTHING REPEAT?

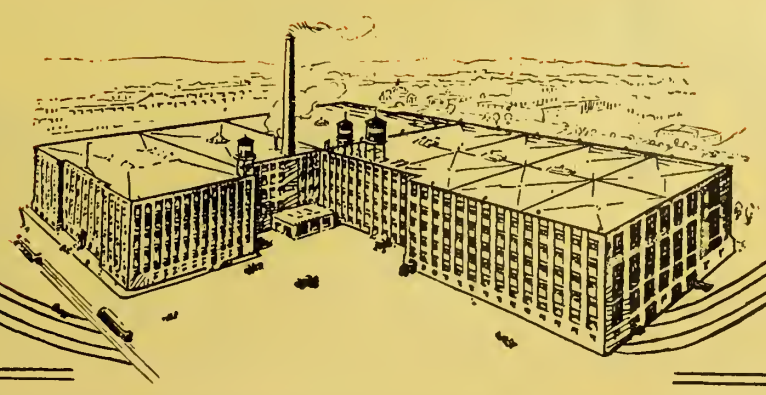
Repeat sales in the Boys' Department are a positive indication that you have the right merchandise.

Peck's Clothing for boys is specially made to stand the wear where the wear comes. Yet smartness and comfort are not sacrificed.

Countless merchants date the profitable development of their Boys' Clothing Department from the day they began featuring Peck's.

JOHN W. PECK & COMPANY, LIMITED

MONTREAL WINNIPEG VANCOUVER



"FOUNTAIN" BRAND THREAD

MANUFACTURED BY
ISLAND SPINNING CO., LIMITED
LISBURN, IRELAND

"Fountain" Brand—**A Thread to Rely on**—Pure Irish Linen

Our reputation for manufacturing the BEST is firmly established and in no danger of being diminished through lowering our standard of Quality, its Strength or Evenness, or in any delay in filling your orders.

Manufacturers of textiles and leather goods are invited to request samples and prices and test the merits of "Fountain" Brand.

They are adapted to meet every requirement necessitating the use of threads. Write now.

Ask for Samples and Prices and get a prompt reply.

It is always advisable to inspect and analyze any product. Have you done so to OURS?

The wise manufacturers will investigate NOW.

SOLE AGENTS FOR CANADA

WALTER WILLIAMS CO. LTD.

508 Read Building, **MONTREAL**

MONTREAL 508 Read Building | QUEBEC 533 St. Valier St. | TORONTO 20 Wellington St. W. | VANCOUVER 217 Crown Bldg.

BOYS' SUITS

With Silk Lined Cap to Match

With this irresistible attraction Mothers will be making your store the STYLE CENTRE of your town. The Ladies are critical buyers and it is SUITS that LAST that they seek, and find them in the Fashion Boys' Clothing. EVERY ONE OF OURS IS UP TO THE SAMPLES SUBMITTED.

With such Values as we offer you can set people talking and buying and DRESS ALL the Boys of your Town in Style. Ambition and Progress start with Clothes.

Your Ideas and Views on a Campaign would be Appreciated. There's Money in it.

Fashion Boys Clothing Co
Caps To Match
ORIGINATORS

Fashion Boys' Clothing Co.

149 Notre Dame St. West, MONTREAL

VICTORY BRAND
VICTORIA RUBBER COMPANY

To Our Enterprising Customers

You are doubtless planning a FALL CAMPAIGN proving the Financial and Social advantages in being smartly dressed. No wardrobe is complete without a waterproof.

By sending us a line requesting our Traveller to call with patterns and prices, you can make a better judgment of the opportunities we offer for your expansion.

Special

300 Tweed Raincoats, the latest styles, are to be sacrificed at 50% below cost of manufacture.

Made in Canada

and Prospective New Ones

Genuine Leather Reversible Coat, Tweed or Gabardine Lined, adaptable and quickly reversed. Tailored by experts. Materials the best obtainable. That's ours, the "Victory" Brand Waterproof.

Just the very garment for MOTORISTS.

Sought after by the PIONEER.

Essential to the BUSINESS MAN, TRAVELLER, CAMPER and DRIVER.

Leather, cloth and trimmings the best tailoring.

We will Co-operate with You

in your endeavors to secure a larger volume of business in "Victory" Brand Coats.

When the larger firms relax their efforts, smaller ones seize their opportunity."

Buy NOW for immediate and fall sales while we are in a position to offer exceptional values. **Write Now**

VICTORIA RUBBER CO.

437 St. Paul Street West, MONTREAL

Manufacturers of Waterproof Clothing, Leather Coats, etc.

Gabardine Coats for Men,

Ladies and Boys

Order NOW for your FALL Trade and take advantage of the exceedingly low figures we can offer just now. Write for a traveller to call with samples and prices of

MEN'S GABARDINE COATS

Our lines in Boys' Wear offer you a remarkable chance of doing a very active business. See our leaders in

Boys' Gabardine Coats with Caps to Match

Seize on this idea and exploit it.

English Quality
Every yard stamped "CRAVENETTE"
Canadian Styles

Order Now and get the Schoolboy Trade

We've Got the garments at your prices

Investigate

Schwartzman Bros.
Dubrule Bldg., Phillips Place
MONTREAL

Put Profit In Your Pocket!

Use DELFOSSE DISPLAY FORMS and FIXTURES

No. 2011
The only right form for actual style clothing.

Superior in workmanship and finish; correct in design; they focus the attention—the secret of quick and easy sales.

If you have not got any of our Forms, send a sample order and be convinced.

DELFOSSE & CO.
Cor. Craig and Hermine Sts., MONTREAL

SHOW CASES

FOR ALL LINES OF MERCHANDISE

NEW-WAY WARDROBES

AND INTERCHANGEABLE UNITS

READY FOR IMMEDIATE SHIPMENT

The only interchangeable equipment manufactured in Canada.
By craftsmen who know how

JONES BROS.

AND COMPANY LIMITED

29-31 Adelaide St. W., TORONTO

Our Travellers are ready to show you

1922 Styles for Spring

IN

Woodrow HATS

As Supplied to His Majesty, The King

Plenty of British Hats at Favorable Prices

Last season, because of labor troubles in manufacturing and transportation, it was impossible to obtain enough good English hats to compete with foreign brands.

(*We could have sold ten times as many Woodrow Hats as we did sell had we been able to obtain them.*)

As a result, Canada was over-run with Italian hats. Dealers stocked them because they could not get anything better. Every dealer had what every other dealer had—the same old styles and colors. There was no novelty—no distinction—no exclusiveness.

For next spring, conditions will be very, very different. Canadians don't want to spend their money for Italian, American or other foreign hats, when they can get good, honest, British-made goods—the finest in the world. They are heartily in favor of buying within the Empire and believe that every man who lives and makes his living in Canada should give the preference to British-made goods.

Woodrow Hats for spring are worthy of the great British house of Woodrow & Sons, Hat Manufacturers to His Majesty, King George, the Fifth.

They have the workmanship that only British makers can put in hats. The fur felt, trimmings and dyes leave nothing to be desired.

The styles are exclusive and distinctive, with that air of refinement and elegance that bespeaks the hat of quality.

Our travelers will show you the

New Tans
Champagnes
Browns

with contrasting bands.

Beautiful light and dark **Grays**
Rich Greens
and Blues

A post card will insure our traveler calling on you

BOULTER, WAUGH, LIMITED

Exclusive Distributors in Canada for Woodrow Hats

MONTREAL and WINNIPEG

ATLANTIC

UNSHRINKABLE

The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto

Selling Agents for
Quebec, Ontario and Western Provinces

35

Firm Built Suits For Boys

All boys will start school with a firm built mind. They feel they are going to higher class, and want to express it.

FIRM BUILT SUITS
Just the thing for Boys
WITH CAPS TO MATCH

Is a wonderful inducement to parents and the boys will be "dippy" about it.

Build your business on a FIRM BUILT PLAN and order FIRM BUILT SUITS with caps to match and secure these customers.

The most popular line with snappy styles at the right price.

O-R-D-E-R N-O-W
for the
Exceptional Advantages
that we, as a New Firm, are able to offer

Let us co-operate with you to secure bigger business on the NEW FIRM BUILT PLAN

Wriet Us NOW—Let's Make a Clean-up

FASHION CLOTHING & CAP COMPANY

390 Notre Dame St. W., MONTREAL

1921
1878

43 Years of Honest Service

has made this mark your guide when buying Men's Heavy Woolen Socks

Make sure of early delivery by placing your order immediately

Geo. E. Hanson

Hull, P. Q.

Announcement to the Trade

Clothiers and Others,

We present ourselves and our merchandise, offering you New Goods, New Ideas, New Energies and Enthusiasm, with Improved Business Methods, our co-operation in Your business expansion, and our sincere friendship.

All our previous experience and that of others has been put in the manufacture and design of our lines in the endeavour to produce the Public Requirements and your interests have been fully considered. We offer

THE NEWEST AND MOST DEPENDABLE
SUSPENDERS, GARTERS, ARM BANDS, BELTS, ETC.
Several of these lines are now being patented

Our Aim:—

To ALWAYS give VALUE and more, in order that you in your turn can give the same to your customer.

Sort up your stocks and send along an order or an enquiry for prices and other information you may desire.

National Suspender Co.

York Street, Toronto

Come in and make our personal acquaintance when visiting Toronto Exhibition.

Our Policy: Value every time

We request the pleasure of your

Clothes that Always Look New

acquaintance when visiting the Exhibition

THE WELL-DRESSED MAN

ASSOCIATE YOUR BUSINESS WITH OURS AND OFFER YOUR CLIENTS TUTT

TAILORED - TO - MEASURE GARMENTS

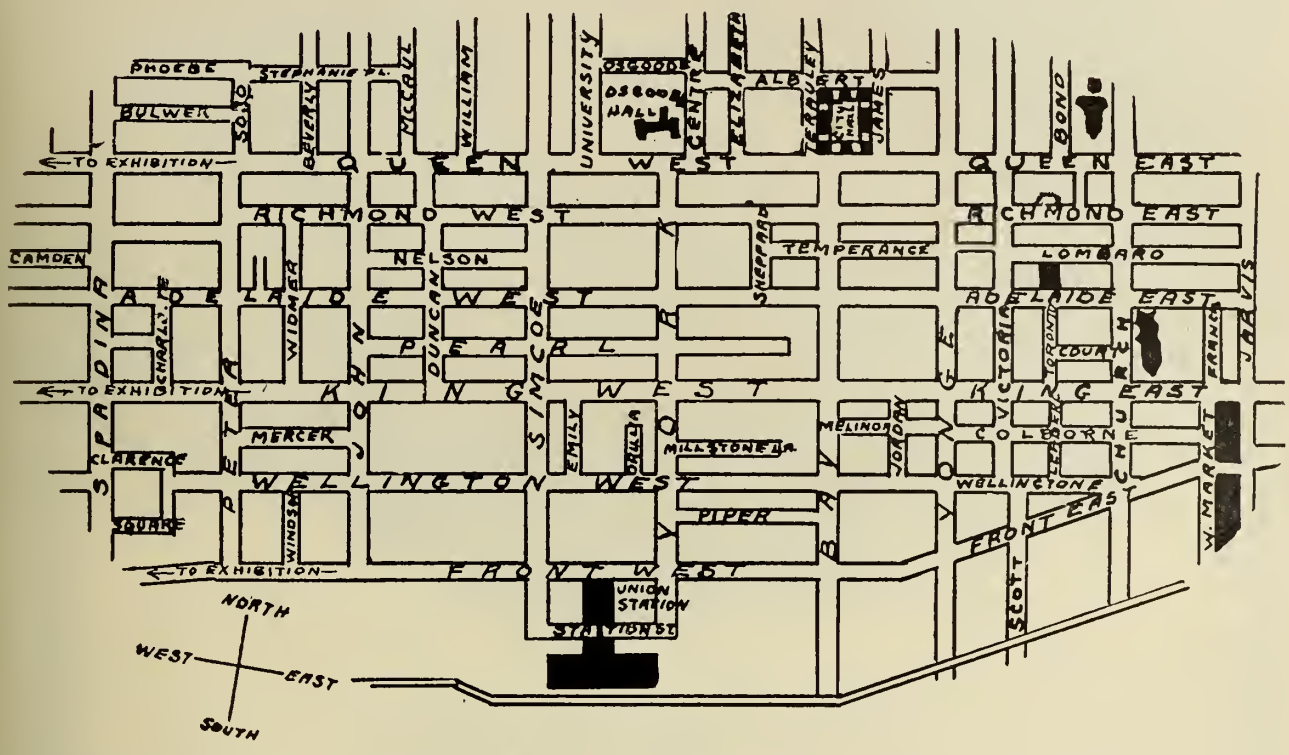
Business Suits, Golf, Tennis, Yachting, Motoring and Evening Clothes

TUTT CLOTHING CO

MAKERS OF FINE CLOTHES

21 Dundas St. E. **TORONTO, Ont.**

HANDY MAP FOR VISITORS TO TORONTO



Tear out this page and use it as a convenient guide when making calls in Toronto at Exhibition time. The firms listed below cordially invite you to visit them when you are in Toronto for the Exhibition. Read their advertisements in this issue.

Clatworthy & Son, Limited, 161 King St. West, between York and Simcoe Sts.

Dale Wax Figure Co., Ltd., 86 York St., opposite Prince George Hotel.

Wm. Hollins & Co., Limited, 60 Front Street W., between Bay and Yonge Sts.

Hudson-Parker, Limited, 96 Spadina Ave. Take Belt Line car.

Jones Bros. & Co., Limited, 31 Adelaide St. West, between Bay and Yonge Sts.

Wm. H. Leishman & Co., Limited, 192 Spadina Ave. Take Belt Line car.

Miller Men's Wear, Limited, 48 York St., between Front and Wellington Streets.

A. W. Moyer & Co., 124 King St. West, between York and Bay Sts.

National Cash Register Co. of Canada, Limited. Sales Office, 40 Adelaide St. West.

Oxford Clothing Co., Limited, King and Spadina. Take King car going west.

A. E. Richardson & Co., 172 Simcoe St., near Queen St. West.

Tutt Clothing Company, 21 Dundas St. East, near Yonge St. Take Yonge St. car.

Two-Clip Tie Co., 1188 Queen St. West. Take Queen car going west.

Our Contribution
to Your Christmas Profits

For Christmas Gifts, HICKOK BELTS and BUCKLES appeal to givers in all walks of life. Their rare, rich quality, unique designs, and attractive gift boxes—all combine to make them ideal Christmas Gifts for men and boys.

Neither time, effort nor money has been spared to make HICKOK BELTS and BUCKLES world leaders.

Our salesmen will soon show you NEW, PROFIT-GETTING IDEAS for your Christmas trade. Place your HICKOK order early. Christmas orders will be heavy; and we want every HICKOK retailer to have the best in the line.

HICKOK HMCO QUALITY

HICKOK Belts & Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond Street W., Toronto, Ont.
Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles
ROCHESTER, N. Y., U. S. A.

HICKOK Prices Are RIGHT

There's a HICKOK BELT and BUCKLE to suit every purse. That's one reason for the tremendous sales which HICKOK retailers enjoy.

The extensive scale upon which HICKOK BELTS and BUCKLES are manufactured enables us to build into them unusual value at low cost, and to provide a worth while margin of profit for retailers.

HICKOK dealers never have "left-over" stocks of HICKOK BELTS and BUCKLES. The HICKOK Line *moves fast.* It never stays in the store long enough to depreciate in value.

HICKOK salesmen will explain our new Holiday proposition. You will be amazed at its possibilities.

HICKOK HMCO QUALITY

HICKOK Belts & Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond Street W., Toronto, Ont.

Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles

ROCHESTER, N. Y., U. S. A.

Over $200,000.00 MEN'S FURNISHINGS

will be sold at our warehouse
during the exhibition
August 27th to September 10th

AT AMAZING REDUCTIONS

UNDERWEAR
SHIRTS GLOVES
HOSIERY
NECKWEAR
SEPARATE PANTS

ALL SEASONABLE NEW STOCK

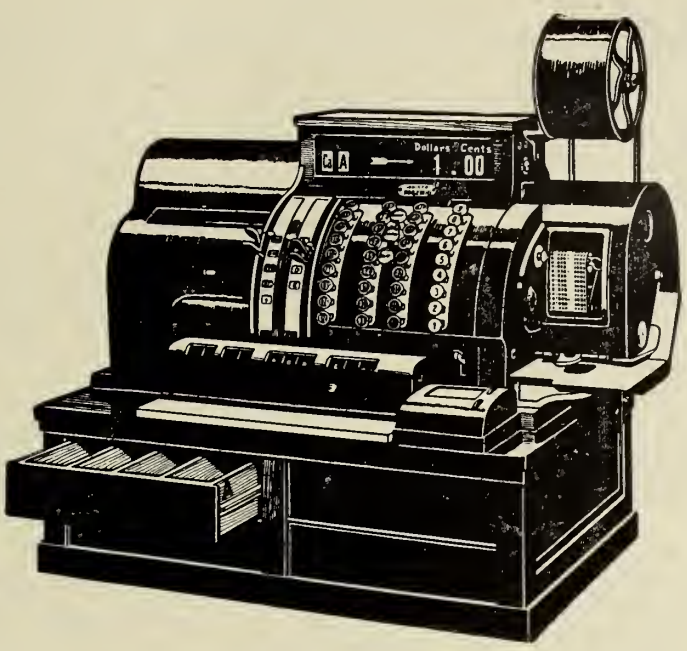
FOR FALL AND WINTER TRADE

You can easily clear your Exhibition expenses by attending this sale

Miller Men's Wear Limited
48 York Street - - Toronto

See us when you get off the train—we are only three doors north of Front Street

Merchants need National Cash Registers now more than ever before



(1) They stop mistakes.
(2) They stop losses.
(3) They decrease expenses.
(4) They improve trade.
(5) They increase profits.

We make cash registers for every line of business.

Price $110 and up.

Easy payments. Liberal allowances for old registers.
Old registers bought, sold, repaired, and exchanged.

We make cash registers for every line of business

NATIONAL
CASH REGISTER CO.
OF CANADA LIMITED

THE Shuttleworth STRAW HAT

Correct Styles for 1922

Men's Sennet, Fancy and Split Boaters made on the egg-shaped oval, light weight with moderately wide bands and attractive trimmings.

We are also showing Children's Hats in Jack Tars and Rah-Rahs, and Panamas, Penits and Mexican Hats.

OUR HATS ARE BEING SHOWN BY

H. W. Lind, 11 Cosgrave Bldg., Toronto
D. Fred Morgan, Mappin Bldg., Montreal.
H. P. Davey, Vancouver, B.C. 315 Bower Bldg.
R. H. Turnbull, Paris, Ont.
J. W. Zink, Moncton, N.B.
and at the Factory.
H. P. Davey, Winnipeg, Man. 228 Curry Block

J. R. SHUTTLEWORTH & SONS, LTD.

Manufacturers to the Retail Trade LONDON, CANADA

VIGOR, VITALITY, VIM and PUNCH —that's "PEP!"

And where will you find more "pep" than in the active, growing boy? It's a healthy sign, but also a costly one for parents. Energy expended means clothes to be mended! LION BRAND Boys' Suits and Bloomers have the hearty approval of parents everywhere because they are built to withstand strenuous wear and tear, and designed with "pep" in every line. Nobody wants to see their boy awkward on account of ill-fitting clothes—nothing could be more uncomfortable to look at.

Snappy, swagger suits and bloomers for boys—and above all substantial—THAT'S THE LION BRAND standard and every suit and bloomer lives up to it.

"You can beat price competition with quality goods."

The Jackson Manufacturing Co. Ltd.
Makers of the "Lion Brand" Boys' Clothing
CLINTON, ONTARIO

Factories at Clinton, Goderich, Exeter and Hensall

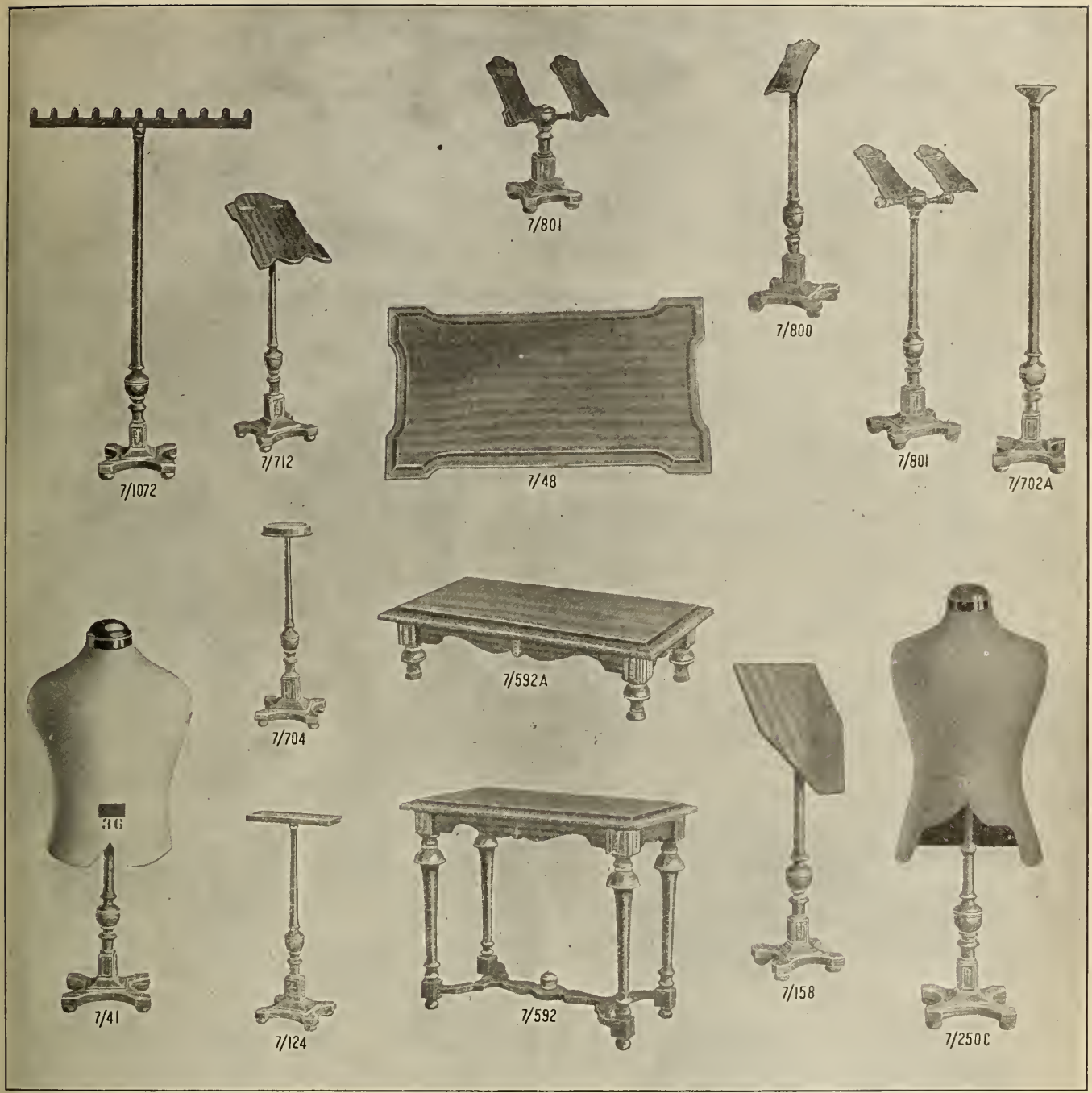
LION BRAND BOYS' CLOTHING

Deacon Shirts

for
STYLE,
WEAR
and
COMFORT

We manufacture
STARCHED SHIRTS
WORKING and OUTING SHIRTS
FLANNELS (ALL SHADES)
TWEEDS, SATEENS
DRILLS, OXFORDS
FLANNELETTES
BOYS' WAISTS

The Deacon Shirt Co.
Belleville Ontario



William and Mary Design

HISTORICALLY CORRECT

Instal Artistic Display Fittings

These Fixtures are made in Solid Walnut, Mahogany and Old Ivory, Artistically and Expertly finished. They are the correct style of the period.

Get your Store Decorations and Fittings in a proper classic style; this attracts more business, as it proves that you are up-to-date and a progressive merchant.

Send for our NEW ILLUSTRATED CATALOGUE, and obtain new ideas and perhaps new methods.

The New Style of Store Decorations

CLATWORTHY & SON, LIMITED

TORONTO

AGENTS:—Vancouver, B.C., M. E. Hatt & Co., Mercantile Bldg.
Montreal, Que., E. O. Barette & Co., 301 St. James St.
Winnipeg, S. J. Barley, General Delivery
Halifax, N.S., D. A. Gorrie, Box 273

OXFORD
BRAND

HIGH - GRADE SUITS
for YOUNG MEN AND BOYS

(READY-TAILORED)

Your interests fully considered

You desire to offer your customers such garments as you feel sure and know cannot be excelled at the price. Style and quality of cloth are always apparent, but the FINISH is frequently absent from a suit. WITH OURS, the fronts stay in shape, the buttons also stay on, the seams do not come unstitched after a little strain. Oxford Brand suits do not look old after a few months, but wear well and preserve their freshness throughout the life of the garments.

SUCH VALUES inspire curiosity and merit your inspection. If you are one of our valued clients YOU know that we work in your interests; if not, write to-day for all the information you require and secure a supporter.

Run a "Prosperity Campaign" and let us help.

Visit us at Exhibition time. See this journal's map.

Oxford Clothing Co., Ltd.
King Street and Spadina Ave., - Toronto

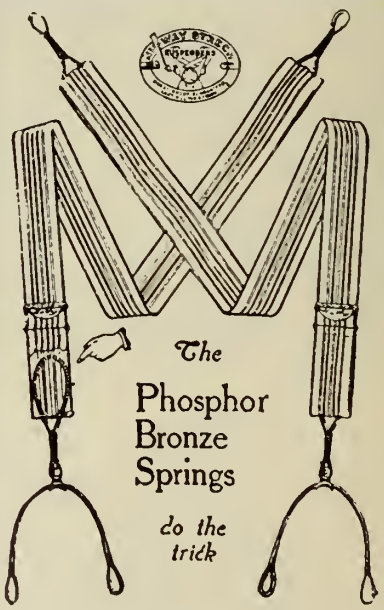
THE
TWO CLIP TIE
FOR SOFT AND STARCHED COLLARS

Directions:—Press upper spring and attach to left side of collar, then press lower spring and attach to right side of collar.

We've Hit Upon a Wonder
A Most Rapid Seller. Ask your Jobber or Manufacturer for it or Order Direct.

Price $4.25 with discount Gold plated Large variety of patterns
EASY TO ADJUST and is INDESTRUCTIBLE
WHEN AT THE EXHIBITION CALL AND SEE US

THE TWO CLIP TIE CO.
1188 QUEEN ST. WEST, TORONTO



Note the many special features of the NU-WAY SUSPENDER, it is unrivalled for long wear and comfort.

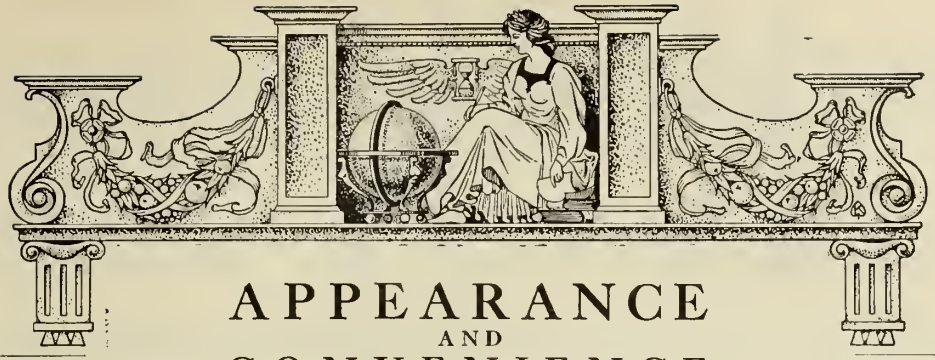
NU-WAY goods sell easily and quickly when properly displayed. WRITE TO - DAY for DISPLAY RACK and Suspender assortment.

A Year's Wear
or
a New Pair

THE STRETCH IS IN THE SPRINGS

Sell our Garters and Hose Supporters? Send a trial order—there are good profits for you, and they are quick sellers.

NU-WAY STRECH SUSPENDER CO.
Manufacturers - ST. THOMAS, ONT.



APPEARANCE AND CONVENIENCE

Are you getting the fullest amount of business from these VALUABLE ASSISTANTS?

You have studied them and know that it is only human nature to be seen in the most palace-like store, but are you making efforts to increase your returns by using these human elements? Our DISPLAY FITTINGS are ARTISTICALLY DESIGNED and BEAUTIFULLY FINISHED; they are assets and money-makers for you. They compel attention to the goods displayed and without doubt give them the appearance of greater value.

Another feature:—Convenience. You have observed that greater attention than ever is being given to this means of inducing purchases. DALE'S STORE FITTINGS help you to conserve your space, besides giving greater prominence to your merchandise, and permits allowing greater space for the COMFORTS of your customers. We can supply these also in Chairs, Tables, Etc., an appreciated convenience that MAKES BUSINESS.

Send for Catalogue, and if desired WE WILL ORIGINATE FOR YOU. Write NOW.

When in Toronto for the Exhibition call in our Show Rooms and become better acquainted with our goods and ourselves.

Dale Wax Figure Co., Ltd.

86 YORK STREET, TORONTO, ONT.

Agents:—P. R. Munro, 259 Bleury St., Montreal.
E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver.
O'Brien, Allan & Co., Phoenix Block, Winnipeg.

Wholesale Custom Tailoring

Cut, Make and Trim

In order that you may get your full share of this Fall's increased business, it will be necessary to handle

The Very Best Tailoring You Can Buy AT THE LEAST MONEY

SO FOR FULL PARTICULARS, WRITE

A. E. Richardson & Co.

172 Simcoe Street - - - Toronto

Makers of

High-Grade Clothing for Men

A limited number of Special Order Outfits will be ready about August 15th

Featuring BLUES and GREYS

Specialists in YOUNG MEN'S STYLES

Make Your Headquarters Here During the EXHIBITION.

KANTKRACK Collars

Trade Mark Registered

for all Seasons and all Temperatures

If not already doing so **Exploit the Present Condition** It is going to last longer than usual.

Are you selling our Special Lines in Low Collars for Summer and Fall?

Every Collar Guaranteed through the Dealer

11 to 19

The heat wave is causing a great deal of inconvenience and expense, and will be remembered for those two factors for a long time—save your customer further expense and inconvenience. Both linen and soft collars have been an expense to the well-dressed man—yet they must not lose prestige, so we put on the market a SPECIAL LINE OF LOW COLLARS for these occasions. They are COOL, and preserve the wearer's DIGNITY as well as an economy. KANTKRACK is the collar with the LINEN-LIKE FINISH.

The Parsons & Parsons Canadian Co.

HAMILTON, CANADA

EST. IN U.S.A. 1879 EST. IN CANADA 1907

One Grade Only, and that the Best

11½ to 19

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED

The manufacturer who makes **Overalls and Work Clothes** of Stifel Indigo Cloth, and the dealer who sells Overalls and Work Clothes of Stifel Indigo Cloth will find Stifel Indigo Cloth's more than seventy-five years reputation, and Stifel Indigo Cloth's advertising big factors in making sales.

Stifel Indigo Cloth positively will not fade, and the dots and patterns positively will not break in the print.

The Genuine Stifel Indigo has this trademark stamped on the back of the cloth. Garments sold by dealers everywhere. We are makers of the cloth only.

STIFEL REGISTERED

J. L. STIFEL & SONS, Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK ..... 260 Church St.	BALTIMORE ..... 123 Market Place
PHILADELPHIA ..... 1033 Chestnut St.	ST. LOUIS ..... 604 Star Bldg.
BOSTON ..... 31 Bedford St.	ST. PAUL ..... 238 Endicott Bldg.
CHICAGO ..... 223 W. Jackson Blvd.	TORONTO ..... 14 Manchester Bldg.
SAN FRANCISCO ... Postal Telegraph bldg.	WINNIPEG ..... 400 Hammond Bldg.
ST. JOSEPH, MO. ... Saxton Bank Bldg	MONTREAL ..... 508 Read Bldg.
VANCOUVER ..... 506 Mercantile Bldg.	

Write for Samples of Royal Prints — for stylish House and Street Frocks

This Announcement is Particularly Addressed

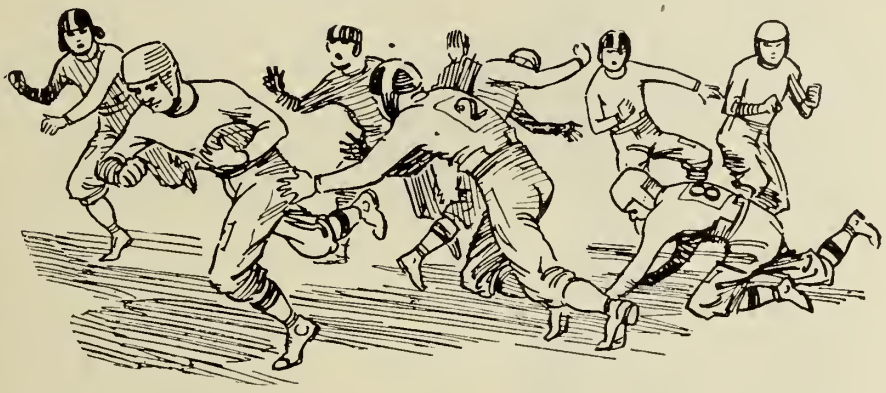
to Prospective Customers. Our old friends will appreciate the rapid profits from Hudson-Parker Athletic, Sport, Washable and Service Clothing.

Clothiers:—

If not already selling Athletic Clothing, your observations and deductions have decided you to instal a SPORT DEPARTMENT. Do not waste further time in THINKING, but write us NOW for any information desired. Our prices afford you a generous profit.

Run a Sport Dept—We will HELP You

Rugby Suits
Hockey Pants
Soccer Pants
Gym. Pants
Baseball Suits
White Duck Pants
Khaki Pants



Cotton Clothing
Cotton Uniforms
Abattoir Clothing
Barbers' Coats
Hospital Clothing
Operating Gowns
Nurses' Aprons
Dentists' Coats
Office Coats

HUDSON-PARKER
Limited
"The Washable Apparel People."

The Darling Building — 96 Spadina Ave., Toronto

Prepare for Early Fall Rush

Excellent crops and conditions generally point decidedly to an early demand for fall and winter merchandise to such an extent that manufacturers and wholesalers are anticipating not being able to supply the demand.

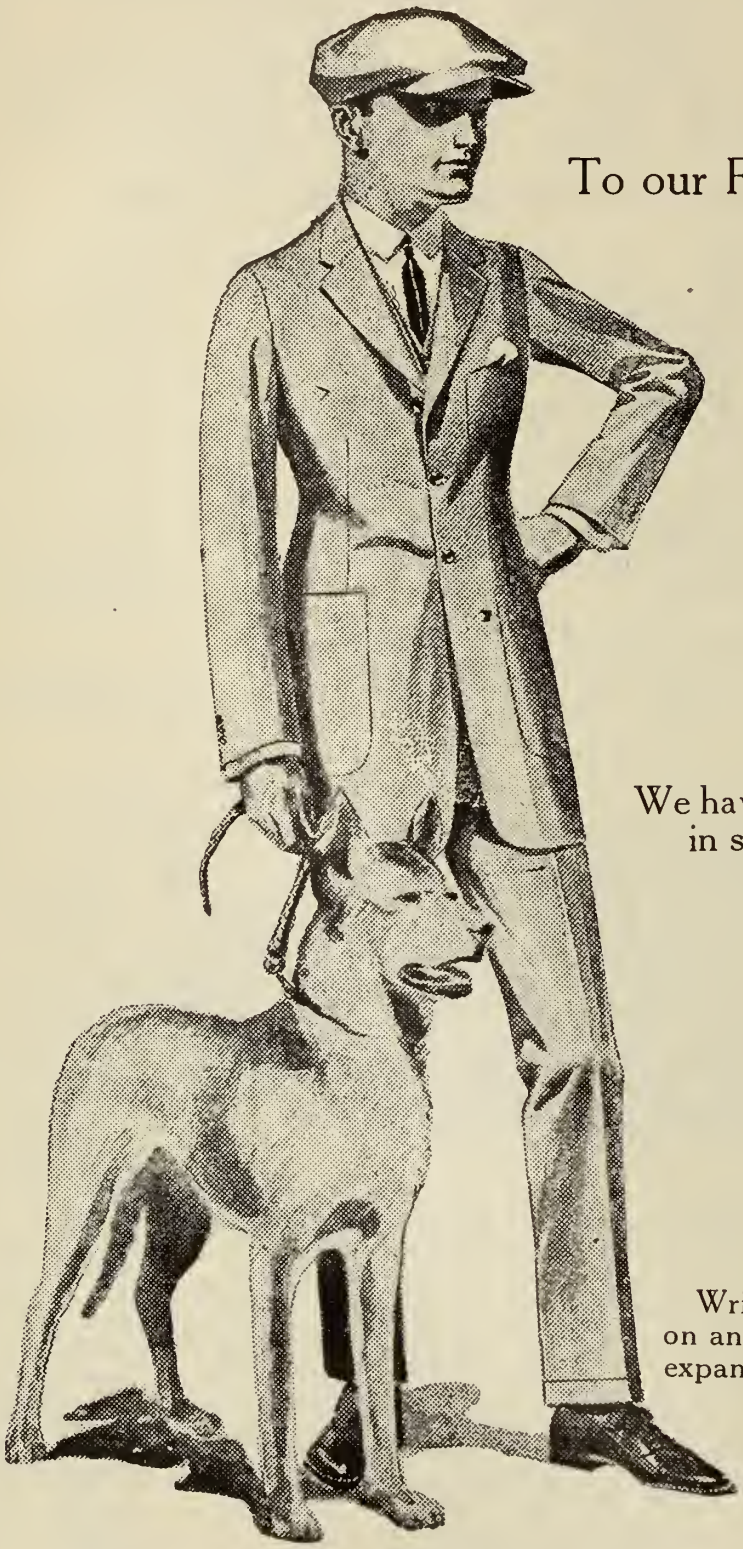
Our stock of men's and boys' caps is complete—fancy tweeds and mixtures, as well as plain colors. Both fall and winter styles made up in our Fit-U adjustable cap, as well as regular size models.

All Ready for Return-Express Shipments

PRICES: Boys' $7.50, $9.00, $10.50, $12.00
Men's $9.00 to $21.00

Write or wire your requirements—satisfaction guaranteed.

Tip-Top Cap Co. *Greene-Swift Limited* London, Ont.



To our FRIENDS, the Clothiers:

For your immediate and FALL TRADE we have arranged an appropriate selection of suitings, and in your interests you are requested to write now for these SPECIAL ORDER SAMPLES. Prompt attention is given to all enquiries.

You are urged to take advantage of the renewed business activity, and particularly to connect your business with Sporting, Social and Leisure Functions. YOU HAVE OBSERVED THE VOLUME of business that is now being centered around these happy events, and

We have not the slightest hesitation in stating

that by making the EFFORT in this direction our progressive friends will increase their clientele and expand their business, as LEISHMAN'S TAILORED-TO-MEASURE GARMENTS are, without question, the best investment for both Merchant and Customer.

THE QUALITY, STYLE and WORKMANSHIP are UNEQUALLED. Garments that endure.

Write us TO-DAY for information on any point. Our desire is for your expansion.

We cordially invite you to call and become better acquainted when visiting Toronto Exhibition.

Wm. H. Leishman & Co., Limited

192 Spadina Avenue :: Toronto, Ontario

Makers of the Best Tailored Garments for Men

Toronto, the Exhibition City

Some Facts Concerning the National Exhibition Center—Visit to Annual Show Affords Numerous Opportunities to Retail Dealers—Toronto, Industrially, Among Dominion Leaders.

Toronto invites the men's wear dealers of Canada to visit the Canadian National Exhibition, which is to be held here from August 27th to September 10th, inclusive. And while in Toronto, manufacturers and wholesalers of men's wear lines extend a cordial invitation to visit them, either to buy or for inspection. The commitments for fall on many lines have not been as heavy as ordinarily; for this reason, manufacturers and wholesalers are making extra preparations to receive exhibition visitors and buyers during the two weeks of the national show.

The Exhibition itself affords a thousand opportunities of education. Gathered together from the remotest parts of this fair Dominion are the products of Canada's most progressive manufacturers. "National Progress" has been chosen as the slogan of the 1921; a particularly apt slogan during a year when too many pessimists herald a temporary business depression as the forerunner of indefinite hard times. A visit to this Exhibition cannot help but convince the most casual that this country's progress is rapid and permanent, that the history of that progress as told in the exhibits can only lend encouragement and inspiration to every Canadian business man.

Visiting Retail Stores.

While in Toronto, merchants should not lose an opportunity to visit some of the leading retail establishments of this city. The methods of merchandising followed in some of these have been worked out by close students of the retail trade and are the result of valuable experience. Moreover, some of these institutions come into competition with merchants the country over, and one can always learn from one's competitor if one be wise. Visits of this nature cannot help but be valuable and can be turned to good account when the merchant returns to his own place of business.

Toronto

Toronto stands out pre-eminently as one of the leading centers of industry and commerce in the overseas dominions. Geographically, the city of Toronto is situated on the northern shore of Lake Ontario, nearly due north from the mouth of the Niagara River; it lies on a plateau, gradually ascending from the lake shore to an altitude of 220 feet, and covers an area (not including land covered by water) of about 32 square miles. It is generally level, with slight depressions at points where watercourses formerly existed. The harbor in front of the city (a square mile in area) is formed by an island lying to the south of it.

Leads Industrially

Industrially, Toronto leads among the other centers of the Dominion. There are over 2,200 factories within the city limits, representing an investment of over $260,000,000, with an annual output of over $290,000,000 worth of goods.

Place of Meeting

The name "Toronto" is the Indian interpretation of "Place of Meeting." The site of Toronto was the termination of many Indian trails which supplied the shortest route and also the most convenient way between Lake Huron and Lake Ontario. It was through this road that the Six Nation Indians passed during the middle of the 17th century to the present county of Simcoe, and in a series of bloody conflicts almost exterminated the Huron tribe of Indians.

Fort Rouille, named after the Colonial Minister of France, then in power, was the

Crowds at the National Exhibition Seeking a Cool Spot near the Fountain

Crowds eager to get through the main entrance to the Canadian National Exhibition

first name given to the Queen City. This fort was established in 1759, being a French trading post, and it was burned during the same year by the French, who withdrew from the town after being conquered by the British. Toward the close of the 18th century, Toronto was selected as the capital of the Province of Upper Canada, and the name Toronto changed to that of York. In 1834, the population having reached 9,254, the municipality was incorporated as a city and renamed Toronto, with William Lyon Mackenzie as its first Mayor.

Since that time Toronto has doubled its population every fifteen years. The present population is well over 500,000.

Marked Increase in Assessment

One of the outstanding examples of the growth of this city is the marked increase in the local assessment. At the time of incorporation, the first total assessment made for the five wards amounted to $2,545,205. In 1885 it had reached $69,000,000; in 1895, $146,000,000; in 1906, $167,000,000; in 1913, $436,000,000; in 1916, $581,951,013; in 1917, $588,420,313; in 1918, $602,777,559; in 1919, $624,207,889; and in 1920, $642,816,690.

English Styles Are Improving

Theodore Morgan on Conditions in England

"The British tailor has not yet learned to cut clothes, but there are signs which show that an improvement is taking place," according to Theodore Morgan, of Henry Morgan & Co. Ltd., of Montreal. Mr. Morgan has just returned from England, where he went in company with a large party of Canadian and American dry goods men, returning a visit paid to this continent last year by the Drapers' Chamber of Commerce of Great Britain.

Supplementing his remark, Mr. Morgan explained that clothing was only one of many lines in which the British manufacturer has been equally famous for the splendid quality of his materials and the poor style and finish of the manufactured article. The war, however, brought into the British market many products of foreign countries which the British public had never seen before, and in many lines the smart cut and distinctive finish of the foreign article proved an eye-opener to the British consumer.

The result is now being felt, in that although the public welcomes the return of the substantial British materials they knew of yore, they are calling more and more for an all-round improvement in style and finish, to live up to the finer taste to which the imported article has educated them. The feeling is, in fact, that it is a pity to combine such excellent materials with inferior workmanship.

According to Mr. Morgan, the textile industry in Great Britain was not working more than fifty per cent. capacity. Any further attempt at reducing the cost of production of the finished article had been killed by the coal strike, at least for this year. There could now be no hope of any further drop in the price of English textiles till next spring.

Another influence which militated against reduced prices in textiles was the lack of export trade. Cheap prices depended on quantity production, and only when orders were pouring into the English mills from all over the world, as they used to do in the past, would there be any hope of coming down to bed-rock prices. Referring to the coal strike, Mr. Morgan felt that a battle was being fought there for all the industries of the world. All over the world the same distrust and friction between labor and capital exists. The manufacturer, realizing that production must cost less if business is to get back to normal, has cut down everything, including profits, which contributes to the cost of production, but labor was shy at accepting any reduction in wages, fearing that if they did so the workers would be sacrificing some of the privileges they had acquired by organization.

It was necessary that the matter should be fought out somewhere, and that the struggle should be allowed to go to the limit, in order that both workers and employers might be forced to realize that a certain point may be reached in every labor dispute beyond which the interests of labor and capital alike fade into insignificance, and the need of the community at large becomes the predominant factor. This is happening in England, where the strikers have entirely lost the support and the sympathy of the public.

One of the most important results of the strike was the remarkable development of the use of oil as fuel for industrial purposes. Mr. Morgan concluded. The advance that has been made in that direction would not have been made in 25 years under normal circumstances. Never again will Britain be as dependent upon coal as was the case in the past.

MacLeod Bros., of Calgary, Alberta

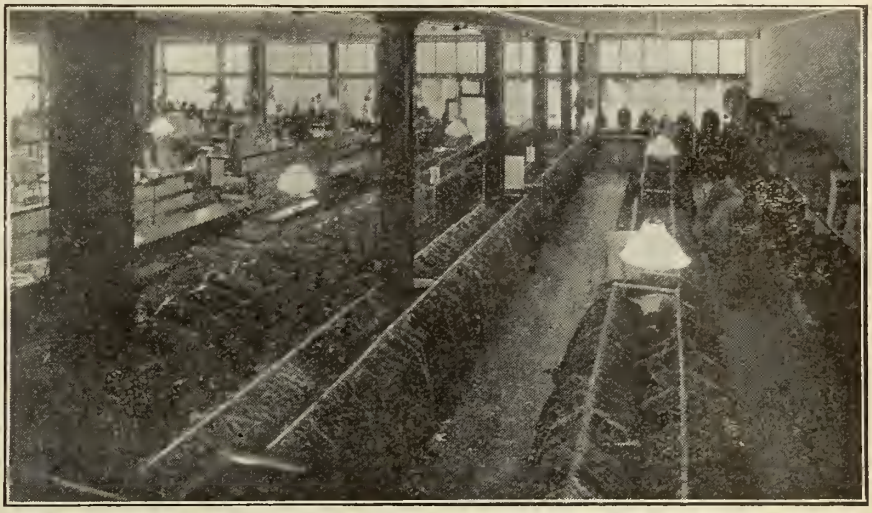
The Romance of a Flourishing Business—Some of the Fundamentals on Which He Built Success—Spending $7,000 in Advertising a Sale—Giving Clerks a Share in the Profits.

A LITTLE cluster of one-storey buildings, separated by a strip of raw prairie, nestled near the foothills of the Rockies. This one and only street was three inches deep in dust in the summertime; that is, when the dust settled; and three inches deep in mud when the spring and fall rains seriously got down to business.

Down this street passed a motly throng. There were "Stony" Indians, "Blackfeet" Indians, and other tribes; there were cowpunchers, gay in all the colors and fanciful garbs that their fertile imaginations could invent; there were Englishmen out to learn "rawnehing," and Americans out to teach them, "for a consideration"; there were laborers from every corner of Europe, and gamblers from the mining camps; silent men who never "remeni ced, and Easterners who volubly chattered about their "family."

Action and color, day and night, with an occasional flurry when a new party of cowpunchers dashed down the street at a gallop, and probably rode their cow ponies right into the saloons and drank from the saddle. That the boys did not get too hilarious was due to the odd red coat that indicated the presence of the Royal Northwest Mounted.

Such is a picture of Calgary in 1904, when a slight young Prince Edward Islander stepped off the C. P. R. train one day. D. A. MacLeod, who had been employed by Beer Bros., of Charlottetown, P. E. I., had crossed to Europe 15 times on buying trips for his firm, so knew his business, but to step off into this Western cow town with less than $2,000 seemed, and was, a vastly different proposition.



This is one section of the Men's Clothing Dept. of MacLeod Bros., Calgary

Buying a Profession

"I am thoroughly convinced," says Mr. MacLeod, in relating early experiences, "that buying is a profession. The best stock-in-trade for any merchant is knowledge of his merchandise, and the connection he has built up. I bought everything I needed from the people who made it. I bought all my Old Country lines direct from the British firms with whom I had done business; that is, when I required such lines. At first, I was most concerned in finding a suitable location for the modest shop that I could open. I finally got the use of a corner of a shop and part of a window. I made my counter and shelves myself, and, indeed, for many months I conducted the business, which grew rapidly, all by myself."

Those were interesting days. Bright silk handkerchiefs, gaudy-colored shirts, great Stetson hats and all such lines as the cowboys and Indians, and those frontier town sports demanded, I stocked and displayed. When a puncher would come in and buy a suit, he would put it on and chuck the old one out the back door. The Indians used to make a practice of hanging around the rear of my store, and would promptly don the garments thus provided. Calgary experienced remarkable growth, and my business kept pace with it. In those days I could not afford to carry much stock, but I wanted a full range, so I continually ordered by mail odd sizes that sold, and kept my range complete, and with the minimum stock."

Opens Lethbridge Store

In 1910 it was decided to open a store in Lethbridge. The store was rushed toward completion, and full pages were taken in the Lethbridge newspaper. The store was not quite completed on the opening day, but the stock was in and the doors were opened. The rush was absolutely beyond expectation, and, to take care of the customers, the painters, carpenters and plasterers were impressed into service, and on the Saturday afternoon, the bank manager and the bank clerks lent a hand as well. This Lethbridge business is now separate from the Calgary one, and is in charge of a brother, George E. MacLeod.

In 1913 fire destroyed the MacLeod store and the building that now houses the MacLeod Brothers store was built then. The present business is said to be the largest men's furnishing business in Western Canada. The little one-man outfit has grown to the size of a thirty-man institution, while the business has necessitated the addition of another store in Calgary, which also employs six salesmen.

Fundamentals of Success

"My business has been built principally on two things," said D. A. MacLeod. "The ability to buy, and the determination to tell the people what I have by the use of the printed page. When I first started my little two-by-four store in 1904, I put an advertisement in the newspaper, and I have consistently advertised ever since. If I slacken my advertising effort I can see my sales decrease, and if I increase the advertising pressure I can see the business leap. During July I shall run an Anniversary Sale. My seventeenth anniversary, and I will use twenty full pages at one time in the Calgary newspaper to celebrate the fact. The history of the business will be told, and also the messages of those manufacturers who have co-operated with me to build the business I have to-day.

Running a Sale

"During the war I ran a 'Clean-Sweep Sale' here in Calgary. Every street car was decorated with brooms, and full-length cotton streamers advertising the sale. The newspapers carried full-page announcements of the sale. One thousand new brooms, and the same number of whisks, also decorated the store, and I don't know how many hundred yards of cotton were used. The advertising in advance of that sale cost $7,000. The first day's receipts were $12,800, and in the two weeks we liquidated $150,000 worth of stock. I believe that more merchants lose by being fearful than in being overbold. If a merchant decides on a line of action, he will be well advised to HIT IT HARD or leave it alone."

Asked for his opinion on running a retail business, Mr. MacLeod laid down a few truths.

"Sell for cash only. Don't let any payroll lead you into the credit evil."

"Where an adjustment has to be made, do it like a good scout."

(Continued on next page)

Possibility in Rain-Proof Coat

Good Profits in This Line for City and Town Retailer—Reaching the Ex-Army Man—Appealing Styles for Men Who Wore Them at the Front—Methods of Displaying Coats Suggested.

TO the retailer who has both the foresight and the confidence, there exists an unusual opportunity in merchandising the rain-proof coat this fall, both in town and in the smaller centers For a long time past, the raincoat or cravenetted cloth coat has been handled by the majority of retailers in a half-hearted fashion, the entire line of stock being regarded in the light of a "white elephant," more or less, which nobody wants to buy willingly except in rare cases when it is really a necessity. The rain-proof coat, no matter of what class, is in reality a line of merchandise which requires closer analysis as to its sales possibilities than does almost any other line, coming as it does under the head of things which the average man could do without as well as being as essential as pyjamas or headwear. In the latter case, of course, the demand will exist naturally and require little effort on the part of the retailer to merchandise successfully, but even under such conditions there is no business which cannot be made still better, nor any locality in which the rain-proof coat cannot be pushed with success. It all depends upon the retailer.

Most men will admit, when questioned as to why the rain coat occupies so little space in their store, that the consumer does not like it, that it is not really practical, that there is no money in it, and so on. Generally speaking, that may be true, but it shows that the retailer is not keeping abreast of the times. It is perfectly true that the rubberized tweed or other rubber-coated fabric coat is dull in most localities, and, furthermore, many retailers have quite a stock of such coats on their hands, bought at high prices a few seasons ago. In this article such coats are not considered, the modern development of the raincoat, namely, the cravenetted gabardine top-coat, being the only logical garment to interest the consumer to-day.

The Ex-Army Man

There are several reasons to account for the vogue of this type of coat in large cities where style and practical use go hand in hand. First, until recently the consumer did not feel inclined to invest in clothing that he could possibly get along without, and when it came to the choice of a spring or fall coat, he was very apt to hunt around for something which would withstand a good shower without being due for a trip to the presser. Ex-army men, of course, found that their khaki-colored belters, as worn overseas, were ideally waterproof and light in weight, and so they continued to wear them long after they had donned "civies" once more. Most of these military coats, however, became soiled and shabby after such constant service, and their owners naturally endeavored to secure a substitute as near as possible to the satisfactory original. Manufacturers were quick to seize the opportunity and immediately put out several varied lines of rain-proof gabardine coats made of British cloth, either of wool or cotton, and tailored after military models, in raglan and belted effects as well as plainer styles to suit every taste. Prices on these coats were considerably less than would be charged for a regular top-coat, suitable for fine weather only, and hence a very profitable demand was instantly created in some localities for these all-round utility garments. Retailers who went in for these coats did not wait for a rainy period in order to commence featuring them, but began prior to Easter with well-planned advertising, aimed to educate the consumer as to why he should select one of these new rain-proof coats. It was shown that they were exactly identical with the splendid fabrics used in English coats, that they were perfectly rain-proof, that they could be obtained in either light weights of cotton or in heavy wool gabardine in a variety of interesting shades, ranging from olives and dark greys to the regulation tan or khaki color.

The Question of Style

Then, again, the question of style was emphasized, the smart military cut, or the semi-dressy unbelted models, the silk linings and the convertible collars, leather buttons and cemented seams. Actual photographs were featured in some of these advertisements, and in one or two cases a copyright name was given to the leading model of the season. One store which named its best seller the "Pelter" found that men came in to ask for it by name; and in connection with the advertising run especially about it, the talking point was used that "You should worry if the sun comes out after all, the 'Pelter' cannot be beaten as a smart top-coat for any weather." This point is one that is constantly used by men as their main objection to wearing a raincoat, their embarrassment if the day turns out fine overrides their need should the opposite prove the case. With the rain-proofed coat which bears no visible evidence that it has rain-resisting qualities, and as far as the eye can perceive is a usual type of overcoat, this embarrassment is absent. In cases where extra warmth is demanded of the coat for chilly fall days, there are admirable waterproofed woollen coats on the market, which are, for all the world, nothing but ordinary cheviots or tweeds.

Meeting a Local Demand

Of course, every store should feature a line of rubber-surfaced coats such as are vital necessities to men who work out-of-doors, and to whom a coat as a style proposition would have no appeal whatever. The store which is located in a more exclusive district or in a down-town business section, where men pass frequently, may also do an extensive trade in the oiled-silk coats which can be rolled up into a few inches of space for traveling or motoring. Golfers especially are interested in these convenient coats, as they can be donned in a heavy rain by dauntless devotees of the links, for they allow plenty of freedom of arm movement. However, this class of raincoat and the heavy rubber styles are not the "bread and butter" lines of merchandise.

Methods of Display

For the average retailer, there is a great opportunity to create a position for rain-proofed fabric coats which are the best all-round proposition for the man who is in and out of doors, the office man, the salesman and the city business man. The wise retailer who adopts such a line as this will do well to keep it individual and distinctive, apart, as it were, from ordinary raincoats. He will name it himself, if it is not a standard line already well known by a copyright title, and if possible, he will demonstrate in his window, to convince skeptics, the water-shedding qualities of such a coat. A display featuring a sprinkler turned on over a rain-proofed coat will attract many interested spectators, and a goodly display of umbrellas and other suitable accessories incidental to rainy-day attire would complete an unusual and arresting effect.

The main idea in merchandising raincoats successfully is to emphasize the fact that your line possesses distinctive qualities. There is undoubtedly a great opportunity for the retailer who will devise his own trade mark and through advertising and personal letters drive home the fact to his community that no one can afford to do without a rain-proof overcoat any longer.

MacLEOD BROS.

(Continued from preceding page)

"Make a good fellow out of yourself. Don't spoil it by growsing."

"Hire the best help. There's no cheap help."

"Give your employees a share in the profits. Give them a monetary interest in the success of the business."

"Give your personal taste full sweep—WHEN YOU ARE BUYING FOR YOUR OWN WEAR ONLY. Otherwise, let your customers' taste be your guide."

"Most important of all, STUDY THE SCIENCE OF BUYING, then when you are ready to hit the buying public, HIT HARD."

Planning for the Schoolboys' Trade

Now is the Time to Get After it—Promise Good for Fall Business—Advisable to Have Complete Range—Two-Pant Suits—Advertising and Display—Don't Forget Accessories.

ALTHOUGH the demand for boys' school clothing and furnishings automatically recurs each year from August to February, and requires little stimulation on the part of the retailer to reach a goodly volume, yet the question of improving and reaching out after yet greater business is one that may well be considered early in the season. Taking the boys' trade as a whole, it has been stated by retailers who do a large turnover in this line that every other year is generally good and its predecessor poor as regards sales, and vice versa. Last year was one of the poor years, probably because of the universal economy wave which spread over the continent, and it is not unlikely that the coming fall season will witness a healthy reaction towards better conditions.

The average parent, of course, realizes that the schoolboy will require an outfit towards the end of the vacation, and the demand during the last two weeks of August is usually extremely heavy. There is no reason whatever why the retailer should not swell the volume of these sales to a still greater proportion, by planning in advance a campaign whereby he will interest not only the parents but the boys themselves, and by beginning early he should secure most of the local business.

Have Complete Ranges

From the retailer's own point of view there are many things to be considered in starting a special campaign for business of this description. The stock of clothing and furnishings must be in readiness early and must include the very widest possible range of styles, fabrics, colors and prices. The reason given by a leading Montreal boys' store for emphasizing a comprehensive range was that it has been conclusively proved that mothers are decidedly more interested in value for the money than in quality of merchandise. One store keeps a very full range of boys' school suits varying from $6.50 up to $15, and included in this range there are seventeen different prices featured, representing merely a half-dollar's difference between each one. The advantage of maintaining such a wide assortment of clothing is plain, because practically no mother can fail to secure something at the price she wants to pay. Therefore, in anticipation of the fall school opening, the retailer should be prepared with a goodly number of very complete lines and sizes of good practical clothing. Merchandising on a half-way basis will result in failure in so far as future business is concerned.

Early Displays

After the stock is selected and in readiness, the retailer should give considerable thought to its display. In large stores it has been found most satisfactory to keep the suits ranged in neat piles out on tables, according to size, a good assortment of each in a variety of colors, fabrics and styles. One successful retailer follows the policy of having only one suit exposed to view, the remainder being neatly folded in paper envelopes bearing the store's name, in readiness to be taken away by the purchasers. Certain it is that by this method the suits are always fresh and less likely to become mussy or dusty. Price cards large enough to be read some distance away are advisable over each table, and there should be a regular sequence observed between each such display, so that mothers are gradually led from the cheapest grades onwards, tempted naturally to make careful comparisons of the values on each succeeding table. Such demonstration of merchandise frequently results in selling higher grade clothes than would have been the case had the sales clerk been obliged to bring out each suit in turn at a price named by the customer.

It goes without saying that the displays of clothing thus arranged must be continually kept in the most perfect order, since nothing cheapens and lowers the appearance of garments more thoroughly than untidy and haphazard display. Although quantity and variety must prevail, each suit should be treated by the sales staff as though it were an individual model, so that each point of individual distinctiveness is carefully emphasized.

Two-Pant Suits

"The great bulk of our boys' business is now done on suits with two pairs of pants," remarked a Montreal merchant to Men's Wear Review. "It is the only style of suit that has an appeal to mothers, and we find that they will always select such a suit in preference to an ordinary kind. We do not try to push the two pairs of pants unless she expressly desires them, but we do emphasize the idea that the coat will outlast the pants every time. It is a good idea to recommend two different styles of pants instead of both the same, as boys like something different about their clothing as well as anybody."

Cap to Match

In smaller stores where no regular cap department exists, the new plan of selling suits with caps to match will find favor with the public. In most cases these sets are sold so reasonably that there would be no object in making any reduction on suits without caps. In all stores, however, there is one line of furnishings which should be carried all the year round, whether or not furnishings are included in the boys' department, and that is golf hose. This is a decidedly popular line at present and should be exceedingly so at the school season.

Advertising

After carefully considering the stock, the retailer should next plan his displays and advertising so as to attract both adults and boys alike. If he is in the habit of carrying a display of boys' clothing all the year round in his windows, it would be a good idea to get away from the usual style and show something really novel. A competition of some sort run during the early part of July and August, in which boys can participate for some prize, is usually tried out with success, the various announcements connected with it being displayed both in the windows and in the advertising. The prize, of course, should occupy a place of honor in the window. The kind of competition to run depends more or less upon the locality. Guessing, essay-writing or ad-writing contests, etc., are continually being used by live retailers all over Canada to interest boys in their stores, while the even simpler method of giving away souvenirs before school opening often results in as advantageous business as the contest. A leading Montreal store recently distributed thousands of sets of garden tools and scooters to its juvenile clientele and plans to carry out the same idea in August with school sets of pencils, pens, erasers, etc. The nucleus of a mailing list is, of course, the main result from this form of advertising, as many hundreds of names can be readily obtained. Personal letters can be sent out to the boys themselves from time to time, as well as before school opens; this little courtesy usually flatters the young recipient and causes him to react favorably towards the store. His parents are incidentally interested through this method of publicity.

Accessories

In preparing for a successful trade this fall, the retailer should not overlook the small articles which every boy requires after a strenuous holiday. Handkerchiefs are one of the items which are sure to be needed, for no small boy is ever known to have a full supply. Tie clips and collar pins, as well as the other little jewellery novelties, are usually appreciated by the average boy who has acquired a new suit, together with a nice leather belt, necktie or raincoat. All of these lines should be introduced when the sale of a suit is effected, because much of a boy's feeling of confidence during the trying first day back at school comes from the knowledge that he looks as well as any other boy in the room.

Changes Windows Every 24 Hours

Part of the Publicity Plan That Characterizes "The Live Store for Men" in Moncton, N. B.—Opening the New Branch—Music Every Saturday Afternoon.

TO operate a successful store for men in the busy little city of Moncton, New Brunswick, is something more of an achievement than the mere statement of fact would indicate. Briefly, the obstacles in the way of success are numerous, including the restrictions of small population divided sharply into different classes, keen competition, and a disinclination on the part of the populace to show interest in exclusive merchandise. Out of a total population of about 15,000, a large proportion of which is employed in connection with the numerous railways which concentrate at Moncton, there is naturally not a great deal of encouragement for the half dozen or more high-class men's stores who cater more especially to the professional man. The result of this state of affairs is that most of the local stores carry two distinct lines of merchandise and advertise to attract both the workingman and his professional fellow worker, the doctor or the banker, etc.

The latest comer to the ranks of the local merchants to achieve a unique success in this regard, is E. L. Morris. The new store is known as Scovil's Limited, and is a branch of the long-established business known under the same name in St. John, N. B. But the offshoot of the parent store is run quite independently of its senior, and consequently its success is due to the personal enterprise of its own manager.

A straw-hat display by Scovil's Oak Hall Store in Moncton, N.B.

"The Live Store for Men"

"We gave the new store a great opening," said Mr. Morris, in speaking of the reasons for the instant success of the new concern. "As the store itself was absolutely new, and modern in every respect, we decided to hold a reception to introduce it to the people of Moncton. We had an orchestra which played throughout the event, and we invited everybody to come in and make friends. We began by using plenty of newspaper advertising to make ourselves known, and we have kept it up ever since, and I think we have fairly earned our right to be named the "live store for men." The music, by the way, is continued on Saturday afternoons, as people like it very much."

Publicity is Mr. Morris' trump card. He believes in keeping the store constantly before the public in every way possible. Even though a great proportion of wage-earners in Moncton cannot read or write, he reaches them just the same by means of an original method devised by himself. He has thousands of neat cards printed, announcing special sales of clothing, and these he places in the hands of boys who are paid to deliver them to the workmen at the railway shops and other large plants, as they are coming out after working hours. Mr. Morris argues that no man will admit that he cannot read, and curiosity will prompt him to take the card home and get some member of the family to tell him what is printed on it. Such an announcement as the fact that $38 suits are now $26, appeals to their idea of value, and they decide to drop in to the new store and look over these wonderful suits. Handbills are also used by the store in the same way with good effect.

Windows Constantly Changed

The store is located only a block or so from the railway station, around which the life of Moncton revolves, and most of the population have to pass its doors during the day. Small wonder then, that its windows are constantly changed and always decorated as though for special occasions. Mr. Morris says that the new store cannot be too careful about its windows, and must dress them with unusual care every 24 hours. In the small town, outside of the movies, there is little to distract people during their leisure hours, and thus the "live store" can cash in on human failings such as curiosity, pride in appearance, and even the mere desire to have something to do.

Low Prices Prevail

Week-end sales are a popular feature of the store, at which all slow-moving stock is quickly disposed of. Prices, however, have ever been marked in accordance with replace ment values right from the first, and i November of last year an all-round cut o 20% was made in everything, so that althoug the store has the appearance of an exclusiv and high-priced establishment, yet it ca compete with all comers in the matter of rea values and lowest prices.

Mr. Morris is justly proud of the appear ance of his store, and takes an even greate pride in keeping it always as though it ha just opened for business. Although of a some what elongated type, being only seventee feet wide and one hundred feet long, yet i presents an unusually spacious appearance due to the clever utilization of full-lengt mirrors and much plate glass. Almost every thing in the store is encased in glass, only a few show cards and samples being displaye outside. Mr. Morris and his staff prefer t keep the counters free for displaying goods and as everything is visible it is perfectly easy for the customer to pick what appeal to him without any need of handling th goods himself. Very little stock gets shop worn on this account.

Golden oak is used throughout for th fixtures and woodwork, and the unit systen of equipment is employed entirely. A silent salesman, which is continuously lighted runs the length of the store overhead. it

(Continued on next page)

Meeting of the Clothing Executive

Many Important Matters Dealt With at the June Meeting at Guelph—Collar Prices Down Following Executive Letters—To Take up Matter of Clothing Manufacturers with Retail Counters—Underwear Prices.

THE June meeting of the Executive of the Ontario Clothing Section of the Retail Merchants' Association was held in Guelph. President R. F. Fitzpatrick occupied the chair, and members present were J. C. Begg, of Hamilton; George Gray, of Chatham; W. Hern, of Stratford; R. S. Cull, of Guelph, and W. C. Miller, Toronto, Provincial Secretary; L. J. Pecord, of Lindsay. The members of the Executive were given a very hearty reception, not only by Mr. Cull, who had charge of the local end of the meeting, and who had many Guelph retail merchants associated with him in the entertainment of the out-of-town guests, but by the municipality itself. The Mayor of Guelph met the Executive at the city hall and extended a very cordial welcome to them on behalf of the municipality, and extended to them the freedom of the city during their stay in Guelph. The President responded to this welcome in very graceful terms.

The Executive and Collar Prices

One of the first items of business brought up at the meeting was the price of collars. It will be remembered that at the former meeting of the Executive a letter was drafted by members and addressed to the collar manufacturers, asking them if it would be possible to bring the price of collars down so that a fair profit could be had on these lines. The co-operation of the collar manufacturers was asked in this respect. To this letter, replies were received from Cluett-Peabody Co., and from Tooke Bros. Both companies stated that while it was impossible at the time to lower the price on collars, they would be glad to do so at the earliest possible moment, as it was their desire that the retail merchants should not be obliged to handle their lines without making a fair margin of profit.

These letters were followed by a reduction in collar prices about the first of June from $2.40 to $2.10, which is the same as the American prices. Members of the Executive expressed their gratification at this step on the part of collar manufacturers, and passed a resolution instructing the Secretary to express the thanks of the Executive for the action they had taken in lowering collar prices.

Manufacturers With Retail Counters

For some time back there has been a thorn in the flesh of the Executive and the clothing trade generally, due to the practice of some clothing manufacturers having a retail counter in connection with their business. This matter was taken up and was thoroughly discussed by the members of the Executive at their June meeting. This matter was discussed at the convention in February, and at that time it was pointed out that certain firms (among the smaller ones) were violating this principle. It was pointed out that the firms referred to were affecting only local retail trade. The matter, however, was taken up by the Executive, and a letter was read at the meeting in Guelph from one of the firms that had been guilty of this practice, in which it was stated by the head of the firm that they had discontinued their retail counter and, in future, would sell only to the trade.

There are still some instances, however, where manufacturers are conducting a retail counter, according to the members of the Executive. It was stated by several of the members at the Guelph meeting that in the cases yet remaining where such retail counters are being held, that it enters into competition with retail trade in many sections of the country. It is the intention of the Executive to take this matter up to see what can be done for the protection of the trade in this respect.

A Guarantee for Underwear Prices

The dissatisfaction of many retail merchants throughout the country over the mid-seasonal reductions in a number of underwear lines last year found expression at this meeting of the Ontario Executive. It was stated that many retailers were caught last year just after they had secured their winter stocks of underwear. No sooner had they secured their full stocks than substantial reductions were given by some of the underwear firms. There were many complaints at the time because retailers, in operating on the replacement value basis, were obliged to take the full loss of this reduction. There has been a good deal of correspondence with one of the underwear firms by the Executive over this matter, with the result that a little clearer light has been thrown upon the whole question.

The result of the Executive's deliberation on this question is that requests will be made of the underwear firms to guarantee their prices till the first of January. It is felt that this will give the retailer a fair chance to get rid of a good proportion of his winter stock of underwear before he may be obliged to cut the price to meet lower prices that may be handed out by the manufacturers.

The Four-Season Buying Plan

The Four-Season Buying Plan came in for some discussion, but it was the opinion of the members of the Executive that the agitation that had gone on in its favor had done more good, for the time being at least, than the actual official adoption of the plan would do. Members of the Executive held that placing at the present time was being done on a very conservative basis, and that it was hardly necessary to urge the adoption of this plan by the official body of the clothiers. At the same time, it was felt that the matter should not be allowed to drop, and it was left to President Fitzpatrick to bring this matter to the attention of the Ontario clothiers in some other way that would obtain, for the time being, the same results.

The Executive were entertained at the Guelph Country Club by the retail merchants of Guelph. During their visit there they were taken over the Prison Farm, the O. A. C. grounds, and other points of local interest. The thanks of the Executive was expressed to Mr. Cull and the local merchants for their kindness by President Fitzpatrick.

CHANGES WINDOWS

(Continued from previous page)

which only the choicest of novelties and high-class furnishings are displayed. This unusually handsome display case is the pride of the store, and much care is lavished upon the interior arrangement.

Fitting rooms are, of course, included in the equipment, as Mr. Morris believes firmly in "getting the customer to try it on." Once a man tries on a suit or coat and it fits perfectly, it is very exceptional that a sale is not made in the Oak Hall store.

Customers Prefer High-Class Store

The policy of the manager is, therefore, to educate his customers to appreciate exclusive surroundings, and service which is equivalent to that rendered by metropolitan stores. Even workingmen appreciate this, and need little persuasion to drop into the cool, immaculately kept atmosphere, which forms so pleasing a contrast to the dirt and noise in which they have been working through the day. Overalls and work shirts look all the better in such a setting, and are not in the least out of place, and the sales-staff realize that the working man is generally the best spender, and can be counted upon to purchase something for his leisure hours as well when he drops in on the way home from work.

A guessing contest was in full swing when a staff member of Men's Wear Review visited the Oak Hall store, the prize offered being a fine boys' bicycle. The contest hinged on guessing the correct number of cents in a large jar, and was being eagerly participated in by the youthful element of Moncton.

"A well-kept store is a retailer's best asset," concluded Mr. Morris, as he chased some imaginary dust from the top of a show case.

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THE RETAILER'S FALL OUTLOOK

There is no gainsaying the fact that the majority of retailers are looking for difficult sailing during the fall and winter months. But while this is the case, the aggressive among them are by no means dumfounded, nor are their plans disorganized by the clouds that hang in the ever-changing sky. There are appeals that can be made this fall that will be new and should be effective. Prices are down considerably from a year ago. That is a good point from which to start, because the consumer to-day is particularly susceptible to the price-reduction argument. This is even more noticeable when quality is combined with it, and there is an abundance of first-class quality merchandise in all lines on the market for fall. The retailer will do well to study how he can bring home to his clientele the indisputable fact that merchandise can be bought for fall away below what it was a year ago, and that it is the very best that can be given to-day with the costs of production what they are.

So far as the retailer is concerned, the assortment of fall lines and the deliveries are sure to be all that could be desired. There will be little difficulty in keeping up with the consumer demand; manufacturers and wholesalers are in a position and are desirous of giving the very best possible service so that mutual difficulties may be brushed aside and business conditions improved generally.

It is well for the retailer to guard against the danger of carrying too small a stock to that extent where sales will be lost. It is not a time to lose sales, but to make them. It will require and should receive the undivided attention of merchants to have a sufficiently large stock that sales may not be lost; at the same time, he should avoid an overstocking of lines that will make sacrifice sales necessary, with the resultant wiping out of a large proportion of the profit made during the season.

If the fall and inter-season does present difficulties to the retailer, it also promises a rich reward for the fighters.

THE STANDING OF BUSINESS PAPERS

One of the first steps taken by Secretary Herbert Hoover, of the Commerce Department in the United States, after he was installed in office, was to call together the heads of the leading business and technical papers of that country to discuss with them those various problems with which his department deals. "My view of the matter is," he said to the sixty-two representatives of leading business papers who accepted his invitation, "that we may well consider the trade publications of the country as the mouthpieces of the Department of Commerce—the contact point by which the business world is to know what we are doing, and how we are doing it, and also to carry to our industry this message of co-operation which it is my hope to place before every manufacturer in every industry in this country." As an outcome of this conference a monthly meeting has been arranged. Mr. Hoover has recognized the value of the trade papers and realizes that through their close-up view of business in its various branches he can get a bigger and more dependable grasp of the whole business situation.

Coming as it does in close touch with the manufacturing, wholesale and retail business of the country, the trade paper can be made of inestimable value not only to the constant reader but to the Government as well.

TO WORK! TO WORK!

To business men who realize that a period of intense competition, combined with a temporary business depression, is upon us, that requires and demands every ounce of concentrated energy and every fibre of nerve to face and surmount it—to those who are putting every grain of intelligence and every bit of valuable experience they have had into the successfully merchandising of their goods—to such as are determined to enter upon this fall season convinced that their volume of business will not fall away if they give their undivided attention to it and leave no stone unturned to legitimately increase it—to those who believe that unfailing service from the sales staff, combined with the quality of merchandise that bears the guarantee of that which is most sacred to you—your name—are keynotes to better business for the fall and winter season of 1921-22—to all who look upon difficulties as stepping stones to success—to all such the coming of fall is but a challenge that will be accepted and an inspiration that will lead to achievement.

THE IDEA CARRIED OUT

In the June issue of Men's Wear Review, we suggested on this page that retailers use their windows in the early fall to show the consumer how prices had dropped since last fall. We believe that the consumer will be amenable to the price argument this fall more than ever, and the wise retailer can cash in on this very effectively. We suggested in that editorial that a retailer might show a suit of clothes in one window, or in a section of the window, and in the other to show what can be bought this fall for the same money as was paid for the suit last fall.

Men's Wear of Chicago shows a window, in a recent issue, illustrating how this idea has been actually carried out by a Fort Wayne (Ind.) firm—Wolf & Dessauer. To the left of this window is a suit of clothes resting on a chair. In front of it is a large show-card reading, "Last year this Palm Beach suit cost you $22.50." Then there is another large show-card in the center of the window with the single word on it, "BUT." Then to the right of the window are a number of articles with the show-card in front of them reading, $22.50 to-day will buy the same Palm Beach suit for $14.95; pongee shirt, $1.95; tie, $2.95; union suit, $1.50; war tax, 10 cents; 1 pr. hose, 75 cents; total, $22.20; and you still have 30 cents change."

This is an effective argument and can be used this fall with splendid results by retailers all over the country.

SASK. R. M. A. PASSES RESOLUTION ON IMPORTANT MATTER

The most important request made by the dealers in boots and shoes at the Boot and Shoe Trade section meeting at the Saskatchewan R. M. A. Convention was:

That manufacturers of boots and shoes make arrangements to show their samples FOUR times a year instead of twice, as at present.

Your representative said, "But will that not raise the cost of doing business to the manufacturer of shoes if he has to double his selling expense?"

G. Garfield Wray, shoe dealer in Regina, answered that. "At the present time," said Mr. Wray, "we find time after time that the styles have changed in footwear since we placed our orders and before we received our shipments. Believe me, we are losing money under the present system, and we would rather pay slightly more for our shoes and order less at a time, and have them SALABLE rather than as at present. Our losses on smart, new-season shoes of brief vogue are very real, and the suggestion that we be able to see samples and buy more frequently is a reasonable suggestion. A motion to this effect was approved by the general convention.

Good Profits in Handling Exclusive Women's Lines—Links up Local Events with Window Displays

W. D. Charters, of Moncton, N. B., Makes Strong Appeal to Discriminating Women—Displaying Samples for Made-to-Measure Clothing—Making Careful Study of Rural Trade.

LINKING up local events with his window displays is a favorite hobby with W. D. Charters, clothier and haberdasher, of Moncton, N. B. Not only does he gladly give prominence to any and every announcement relative to productions arranged by local enterprise, but he even allows them to predominate in his window displays, his own merchandise being adapted to form part of the accessories needful for the completion of the artistic effect.

Happening to pass the store on evening, after dark, a staff member of Men's Wear Review encountered a crowd gathered around the right-hand window, which was brilliantly lighted. The window, in fact, blazed with colored lights, in red, blue and yellow, which were studded along the outer edge of a large triangle made up of these three shades.

This triangle was placed upon a large white circle, and enclosed within its three sides were the letters "F. C. B." To the initiated in the mysteries of the rites of Knights of Pythian procedure, these letters were quite intelligible, but the majority of pedestrians were overpowered with curiosity to learn what they meant. In the foreground of the window a very cleverly designed poster, lettered and illustrated in Japanese effect, announced that amateur talent would produce "The Mikado" under the auspices of the Knights of Pythias, while all around the window were placed men's straw hats on low stands, each one ticketed with the name of a leading character in that ever-popular comedy of Gilvert and Sullivan, such as "Nanki-Poo," "Poo-Bah," etc. Outspread fans in dainty oriental colorings lent an added touch of realism to the window.

This window, it was said, brought in splendid results, especially from those customers who merely dropped in to purchase tickets for the event, but who generally noticed something which attracted their interest, as well.

Appeals to Discriminating Women

One of the most unusual features of the Charters' store is the fact that it caters to women of exclusive tastes in the matter of high-class silk hosiery and silk plush hats of the finest quality. "Women like to purchase certain things in a man's store," explained Mr. Charters to Men's Wear Review, "and by selecting merchandise that is unusual in character, we do a really substantial business with the ladies of Moncton. It would never do to carry goods of the same sort that is obtainable at other stores: the men's store must be different, as far as possible, where women's trade is concerned. We also take great pains with our glove sales, and are known as being willing to guarantee all our gloves or refund the money if not satisfactory. Careful fitting is the secret of our success, and very few dissatisfied customers ever return."

Made-to-Measure Clothes Popular

All the usual lines of men's furnishings are carried, as well as a full range of clothing. A rather unusual feature is observed close to the front entrance, where a table is placed, upon which are laid out framed samples of new fabrics, from which suits can be ordered through the store. This method of display catches the customer's eye immediately upon entering, and the attractive method of showing the samples is tempting to all classes of shoppers.

Prices on produce to a great extent determine prices upon other commodities, according to Mr. Charters, who explained that there is a large and prosperous farming community scattered about Moncton and its environs, who depend upon their produce entirely for their income. Prices have fallen considerably on certain items of farm products, causing some uneasiness to the country people, who cannot understand why some things should remain high while their wool, eggs and bacon only bring in half the usual price.

Studies Rural Trade

The merchant in the small town, therefore, has to be exceedingly careful to carry such lines as will be best adapted to the rural trade at the present time, and must endeavor to study their needs, and to be ready with strong arguments to convince them why woolen garments are necessarily high in price although the cost of raw wool is next to nothing. It is a critical time for the small-town merchant, for if he fails to meet the trend of declining prices and keep his mark-up down to the prevailing level, his customers will resort to the alluring offers of the mail-order houses which are perpetually issuing bulletins of readjusted prices in order to maintain their customary volume of business.

Mr. Charters explained that his store was selling at a loss, and had never sold goods at top prices. He considers that stocks should be kept moving constantly, and just as constantly replenished in sufficient quantities to meet immediate needs. "When things are going slowly," he added, "I put price tags on them, and that always seems to quicken things up, but ordinarily I depend upon the merchandise itself to sell."

Clever double window display of men's furnishings featured this month by the Goodman store, 669 St. Lawrence Boulevard, Montreal. A striking black and white chequered background was effectively used to show up a display of new shirts and neckties on the left side, and this exhibit was awarded a prize by the Forsyth Shirt Co. last month. On the right a breezy window of straw hats caught the eye of the passer-by, who could scarcely realize that the realistic banded straws upon the window pane were merely dummies created of soda straws and glued to the glass. In the center of the display was placed an owl, whose unblinking stare brought many passers-by to attention. Clever use was also made of two Teddy bears seated inside rings, in the shirt window. According to Mr. Goodman, the more original the decorative features of a window, the better the chances of attracting crowds. "A window has got to be different nowadays to stop traffic," he explained.

Maintaining Volume of a Business

Frank Stockdale, Recognized Expert On Merchandising, Tells Toronto Retailers How To Face Present Day Conditions — Tips On Buying, Selling, Advertising And Display Featured — "Let Goods Be Stolen and Sold" He Said.

MANY POINTS of interest to the retail merchant, no matter in what line of business he may be engaged, were brought out by Frank Stockdale, conductor of the Retail Merchants' Institute, Chicago, and formerly chief of the Lecture Bureau of the Associated Advertising Clubs of the World, in addressing the druggists of Ontario in convention in Toronto, but the greatest enthusiasm, perhaps, was occasioned when the speaker dwelt for some time on the advantages of display. A catchphrase that caught the popular fancy was his admonition to "buy in cold blood and sell with enthusiasm." Some retailers, added Mr. Stockdale, got their wires crossed at times. They bought with enthusiasm and sold in cold blood. This policy, he pointed out, could not fail to be disastrous. Mr. Stockdale discussed in detail the subject, "Meeting Present-Day Conditions in Merchandising," his address, which should be read and studied by every man in business today, being in part as follows:

FRANK STOCKDALE

Head of the Retail Merchants' Institute of Chicago, who, in an address before merchants of Ontario in annual convention in Toronto, discussed merchandising problems of the hour. Mr. Stockdale's address, which can stand close study by every man in business, was that of an expert in close touch with business conditions.

Avoid Jealous Competition

"There is so much legislation being proposed and passed nowadays that it is timely to refer to it in passing. We all know that the man in good health does not appreciate his health. So the merchant does not appreciate his freedom from legislative annoyances until he feels the sting of adverse legislation. In this connection, too, I might say that the most unfortunate thing that can happen to a merchant is for him to get into jealous competition with his opposition. Bitterness in business should not be allowed to exist. Get acquainted with the other fellow and you'll find he's not such a bad fellow, after all. He will also find that you are not such a bad fellow, after all. Think well of the other fellow and let him see it, and there's no doubt but that he'll think well of you. In these times the retailer is losing a good deal of business to department stores. The chain store, too, is taking quite a bit of trade. The chain-store man gets along O. K. and because he is winning out his methods are all wrong. If he were losing out, he and his methods would be all right.

Day of Organized Effort

"This is assuredly the day of organized effort. The man who does not work along organized lines has small chance to succeed. Half the failures in the retail business today would be wiped out if retailers would get into their minds that a surplus in the bank is the greatest bulwark a merchant can have. The same thing applies to the association with a surplus. One idea is sometimes of more value than all the efforts of all men for centuries. Hustle, it must be remembered, is in the head and not in the feet. The man who really outthinks his competitor is the one who is winning out. But organization is needed as a backing. The idea market is the one to go to now when a man is staying in business on his merits. During the war a man stayed in business because he happened to be there. At the present time he is in business because he is a good merchant. Supposing, for a moment, you have merchandise and I have a dollar. I go to you and hand over my dollar for some of your goods. You are glad to hand over some of your goods for my dollar. In the end you have the dollar, but not the goods, while I have the goods, but not the dollar. But supposing you have an idea and I have an idea. We meet. You give me your idea and I give you mine. We each have two ideas where each of us had but one.

"Now, for a brief analysis of the retailer's position: Three things are to be taken into consideration. They are:

"1. Buying.
"2. Selling.
"3. Control.

"The second of these I would subdivide as follows:

"1. Display.
"2. Advertising.
"3. Personal Selling.

"The third I would also put into three classes:

"1. Cash.
"2. Help.
"3. Stock.

Art of Buying And Selling

"Now, it depends on how you do these things how many customers come in and come back. John Wanamaker and Marshall Field still hang on because they have mastered the policy of giving satisfaction. As a rule, customers are not interested in details. You are really compelled to find out what your customer's idea of satisfaction is and then find out how to give this. The average retail merchant is where he is in his business today more because of the bigness of the job, than because of the littleness of the man. It is true that we lack organization in our stores, in our towns, in our provinces, in the Dominion. We must start with organization in the store.

"Now I am almost prepared to wager that many men here today are much better buyers than they are sellers. It is true that some are better sellers than buyers, but very few of us combine these two in a high degree. There are not very many of us who can both buy well and sell well. The average retailer carries just about twice as much stock as he should, to take care of the business he is doing. When he does this he cripples himself, puts shackles on his feet and a load on his shoulders. My advice would be to always buy in cold blood and sell with enthusiasm. Quite often the retailer gets his wires crossed and buys with enthusiasm and sells in cold blood. What the merchant should do is analyze and plan in cold blood. Train yourself to lay out your plans and you will always do it in a cold, calculating manner. Your successful competitors are doing this. The best thing a travelling salesman can do is to get a man buying on a right basis. Such a man will sell the institution behind him.

Cost of Doing Business

"Again, the man who conducts a small store on a big store basis is bucking a game he cannot successfully meet. As for the small man who buys direct, I may say that he will in the end pay the manufacturer a good deal more than he does the wholesaler. Remember, also, that the big money is not made on the things you buy for fifty cents and sell for a dollar. The money is made on the goods you buy for fifty cents and sell for seventy-five cents. The jeweller gets the largest margin of any man in business, but long margins do not necessarily mean long net profits. Now, with regard to the tendency of price decline, it is evident that some have to step backward or step to one side. When wages drop twenty per cent. a man can pay only 80 cents where before he paid a dollar. This is a point to be remembered.

"You are now faced with holding up the volume of your business. What happens when you do not succeed? Suppose $10,000 is the volume of a business. Say the average cost of doing business is 27.6 per cent. If this is the cost of doing business it costs me in dollars $2,760. Divide the cost of doing business by the volume and you get your percentage cost of doing business. Now, this brings the volume of business down to $8,000. How about reducing expenses? There is just one way in which you can cut down on your rent. That is to take your stock to one side and rent the other half of the store to a florist or some other dealer of this kind. But such a plan is not practical for a red-blooded man. Here, too, the question of price enters. Today the customer asks about the price of a thing. It shows we are getting back to normal. Can we reduce selling expenses? We might cut wages like the other fellow, but it is hard to do this in a small organization where personality counts. Cut out your advertising, then. If you do this, though, your volume dwindles because advertising brought some of it. How about getting along with fewer clerks? This is hardly feasible, as people wait just so long in a store and then go away. This would cut in again on the volume. In the face of all this, it looks as though it is quite a man-sized job to cut down that $2,760 without hurting the $8,000. But unless you do something your cost of business is liable to rise to 34.50 per cent. This means that something has to be done.

Perpetual Inventory Proposed

"In the first place, most of us aim for a certain margin and then never check up to see how close we come to it. How many of you do not know at the end of the month just how much money you have made or have not made?"

Here there was what appeared to be a unanimous showing of hands, and J. E. W. Lescours, of Montreal, asked: "How can you know this monthly without taking inventory?"

"The only way," replied Mr. Stockdale, "is to keep perpetual inventory. It is one of the simplest pieces of machinery that can be devised in bookkeeping."

"Is it practical"? asked F. J. Hoag, of Kingston.

"Absolutely and easily attended to," replied Mr. Stockdale, going on to say:

"Those who have a perpetual inventory know just what they have in stock, should there be a fire or anything like that, while the others only guess. A perpetual inventory is as good as an insurance policy. The only thing to watch in keeping records is that you do not pay more for a record than it is worth. Sometimes we find a retailer who is a real bug on system, and he will invariably pay out too much for what he gets.

"I have in mind a retailer who would not handle anything at less than fifty cents. Later on he put in five and ten-cent stuff and he speedily doubled his business. In this connection let me point out that there is a great opportunity for increasing volume in the handling of hair nets. There are numerous other lines, too, which might be pushed to advantage.

Live Retailer Now A Close Reader of Trade Publication

"How many of you read a trade publication regularly?" asked Mr. Stockdale, and like a flash, all hands shot skywards.

"That's good," said the speaker. "You will get in your trade publication a lot of things you cannot get anywhere else. If followed carefully, a good trade publication should be a decided asset. I want to congratulate you on being such good readers of trade publications."

"Gimme" Store Described

"Perhaps some of you have heard of the 'Gimme' store. Men who conduct this class of business will stock anything about which people come in and say 'Gimme.' There are some cases where the 'gimme' is so strong and so insistent that the retailer cannot buck it, but he should do all in his power to prevent himself from falling under its spell. One of the first essentials in real selling is assortment. Some small dealers keep stationery hidden away in a case for the man who comes in and says, "Gimme a box of stationery." He does not try to sell this line, but he keeps it hidden away with his money tied up in it until such time as he is asked for it.

"The man whose turnover is increased two and a half times or more reduces his cost of doing business to 25 per cent. The slower the turnover the larger the cost of doing business. The man who doubles his turnover brings his cost of doing business down to 30 per cent. It must always be remembered that things done by halves are never done right. Go back, then, to your stores and figure out what you are doing by halves.

Fool-Hardy Competition

"There are places where such and such an article is not to be found in the town. One merchant thinks he can create a demand and he stocks this line. His opposition follows suit, and, perhaps, in a short time three men are trying to do business on something in which there is not enough for even one. Now, for the question of display, if you want to learn something about this, go to the Greeks. They pile the stuff so high on the counters that it is hard for them to get at their goods. However, there is a lesson for you in their methods. Arrange your store for the customer. The five and ten-cent stores have shown just what there is in this. Put your goods out. They may get stolen, but they also get sold. Supposing I put my goods out and some one takes five out of every hundred I put out. If I increase my sales a hundred per cent., who is better off? Am I or is the man who does not do this? Put it down that you are going to lose one or one and a half per cent. But don't worry about your losses through stealing. Let your profits be as high as your losses in your mind. If the stuff is stolen you will know that you are displaying the right goods. If the goods stay there until they get soiled, get rid of them at any price, and don't put them out again.

Put Goods Up High

"There are some retailers who do not advertise enough. Printed matter rolled around parcels helps to tell customers about the goods in stock, but advertising and display first help to sell the goods. So in placing goods in the window don't put them where people have to crane their necks to look. Get the goods up. The depth of the window does not cut much ice. The height does. A window trimmed from top to bottom sells goods. And don't forget that goods eat up rent whether they sell or not. The lower you get goods in the window or case the less effect. The upper shelves of a floor case, if well lighted, will sell goods. But they must always be up where they can be seen.

"With regard to nationally-advertised goods we all know that some advertisers take advantage of the retailer. There are some advertised lines I would unhesitatingly put in the 'gimme' class. But in choosing between nationally-advertised and non-advertised lines I should take care to first analyze both carefully."

Will Prices Go Back to 1914 Levels?

Will the Law of Supply and Demand That Wrought Peak Prices Also Operate to Bring Down Labor Costs to Pre-War Figures?—Labor Costs Are the Crux of the Situation—Is a Bushel of Wheat a Criterion for a Daily Wage?

WILL prices get back to 1914 levels? There is no more interesting or vital question confronting the retail trade to-day than the question of prices Since the decline started over a year ago each decline has been referred to by the seller as the last one, by the buyer with a mental question mark, "When will the next one come?" Prices have come down much faster than they went up, and the whole attitude of the retailer, as expressed in his buying policy, is that the end is not yet. Otherwise, he would be buying in more liberal quantities than he is; as it is, he is buying from hand to mouth, and most wholesalers and manufacturers are agreed that this is the wisest policy under the circumstances. Some of them claim that the retailer is losing sales because he is not keeping a sufficient stock for his requirements; if such is the case, it is an unwise policy. There are not a few who claim that there are still retailers who have not taken their losses, that they are buying at new prices and selling at old ones. While there are cases of this kind, no doubt, we believe that the vast majority of the more aggressive retailers have long since taken their losses, and are in good position to face the future. And the future of prices is an interesting topic.

Labor the Crux

Men's Wear Review has talked this matter over with many manufacturers, wholesalers and retailers. The crux of the situation with regard to the future of prices, they say, is labor. It has become so large an element of the manufactured article that the whole future of prices hinges upon the future of labor costs. So far as the raw material is now concerned, it is agreed that it is about, if not altogether, at rock bottom. Felt, leather, rubber, and many other raw materials are as low to-day as they were in 1914.

Declining Labor Costs

Labor costs are declining; there is no doubt of that, but they are still considerably above the 1914 level. Will they ever go back to 1914? There are two distinct opinions on this question as presented by men with whom we have talked. Some say yes; more say no. Those who say yes refer to the inexorable law of supply and demand as one of the arguments favoring their view that costs will go down to 1914 levels. Peak prices, they say, were reached through the operation of the law of supply and demand. That does not refer alone to the peak price of the finished article; it equally applies to peak prices in labor. At the same time as we were paying peak prices for the finished article, the laboring man was receiving his highest wage. There were three jobs and only two men to fill them. Labor dictated its own wage.

Now the situation is changed. It looks more like two jobs with three to fill them. Will the same inexorable law of supply and demand operate to the extent that the laboring man will be forced, of necessity, to work for the same wage he received in 1914? There are those who believe it is not beyond the bounds of possibility that such will be the case. The decline in labor costs has been on for some time. It is still on. The recent action of the Chicago Board in reducing wages of railway employees on 104 United States lines may be considered to be the forerunner of similar action in this country. President Harding recently issued a statement saying that freight rates must come down; another forerunner of similar action in Canada, no doubt. Freight rates are important in the ultimate cost of the finished article placed upon the shelves of the retailer. Unquestionably, labor unions are stronger to-day than in 1914, and they will have to be reckoned with in the decline of wages. They have already shown that they will fight against minor, to say nothing of radical, cuts in wages.

Commodity Prices and Labor

"It is not impossible that prices will get back to the 1914 levels," said one prominent wholesaler to Men's Wear Review, "though I would not venture to predict how soon. There is an old theory, you know, that the price of the bushel of wheat is a good criterion of the daily wage of the working man, and the price of the bushel of wheat to-day is nearly down to the basis of the 1914 wage level. I believe that all farm produce to-day, with the exception of hay, is almost down to the 1914 level, and I think it may be taken for granted that this is the forerunner of labor costs coming down. It is my own personal opinion that prices are coming down still further, though I must admit that facts that have recently come to my attention are against this contention. At the time of the recent drop in cotton prices, I was told by the mill owners that this was the last drop. I just signed orders for many thousands of dollars' worth of goods. I asked for a guarantee of price, I was told that I would be guaranteed against drops in prices, but that I must be prepared to pay higher prices at time of delivery if I preferred to leave the cost open till that time. I took the chance and signed the orders. The only thing that is standing in the way of lower costs to-day is labor, and I do not regard it as an impossibility that labor costs will come down to where they were in 1914."

Another View

"I do not believe that prices will eve come down to the 1914 level," said anothe wholesaler who has a wide grasp of worl as well as Canadian affairs. "Recent con versations I have had with woolen and cotto men in England are to the effect that price have about if not altogether hit the bottom It must be pointed out, however, that it i usually the opinion of the seller that price are at the bottom, and of the buyer that the have not yet reached the bottom.

"Manufacturers and large business in terests in England are congratulating them selves that they have come through th crisis to the present time without a revo lution. Certainly not in England woul labor wages go down to the 1914 level with out a revolution on the part of labor. Th Government plan over there is working ou very satisfactorily. The Government issue a monthly statement as to living costs, an manufacturers either increase or lower wage automatically. Just how far labor will b satisfied that this arrangement should go re mains to be seen. Not in our day or gener ation will you see prices down to the 191 level," he said emphatically.

Would Reduce Purchasing Power

"We do not want to see prices go back t the 1914 level," said another man to Men' Wear Review, who is both a manufacture and wholesaler, "because that would mea wages back to this level, and we do no want to see that. It would reduce the pur chasing power of the ordinary man, and tha would not be in the best interests of business The cost of the raw materials will, un doubtedly, go back to the 1914 level i many cases, but wherever labor enters in, i will be impossible for the old levels to obtain."

Clothing Manufacturer's View.

"The question is largely an economi speculation," said a clothing manufacturer "History repeats itself, and it may be tha prices will get back to the 1914 levels. It i largely a matter of labor, however, and my own view is that labor wages will neve get back to the level where 1914 prices wil be possible. We, in the clothing business at all events, hope that labor costs will neve go back to the 1914 level. And even if we did, the garment workers' union is a very strong one, and would put up a hard fight before they would accept the 1914 wage."

A second clothing manufacturer sup plemented this information. He recognized that the law of supply and demand might work unbelievable things, and would not scout the idea that prices might come back to pre-war days. But so far as wages in the industry are concerned at the present time, he says they are a long way from 1914.

Views of Prominent Business Men

Majority Believe That Pre-War Prices Are Gone Because Pre-War Wages Will Never Again Obtain—Others Say That Law of Supply and Demand May Easily Work to This End—Effect on Purchasing Power Unhealthy for Business.

Wages are still between forty and fifty per cent. higher than in 1914. He is assured that a further reduction in wages in the Toronto field will be met with a strike. In Montreal, he says, the garment workers have refused to even discuss with the manufacturers a lower wage for the next season. In Toronto, he says, the majority of the clothing manufacturers do not favor a cut greater than 15 per cent. at the outside, more likely 10 per cent. A fifteen per cent. reduction would leave wages about thirty per cent. higher than in pre-war days.

Manufacturer of Ladies' Wear

The principal reason given by a manufacturer of ladies' wear why prices would not get back to the 1914 level is that employers of labor in this industry have agreed amongst themselves that the standard of living in the industry should not go back to the pre-war basis. The minimum wage is already fixed, and it is considerably above the wage paid in 1914. While believing that prices will drop some more, he thinks the reduction will be a slight one, and that it will certainly never reach the 1914 basis. Manufacturers, he says, have been short-sighted about profits because of the keen competition that has existed; they have been ready to take any price for their garments, with the result that there have been a number of failures amongst them.

A wholesaler threw an interesting sidelight on the question when he referred to the extravagance that had become a part of the ordinary person's life during the prosperous days. In 1914, he points out, the ordinary business girl would not pay a certain price for a pair of shoes because it would be considered an extravagance. Now, however, the extravagant idea does not enter her head at all; she wants them and gets them despite the fact that her wages are lower this spring than last.

Blames Retail Trade

One wholesaler who has to do with the sale merchandise in which there is a quantity of wool believes that still further reductions are likely, but he does not think they will reach 1914 levels. He blames the retail trade to a considerable extent for slack times. He says many retailers are buying at new low prices but are selling at 1920 prices, believing that the extra is good profit, but forgetting that extra turnover would not only give them the same amount of profit but would result in a larger circulation of goods, with the consequent improvement to manufacturing interests, which, in turn, would mean more employment.

1914 Prices by 1922?

A representative of an English firm is strongly of the opinion that prices will get back to the 1914 levels, and he makes the definite statement that this will come about by March of 1922. His reason is a simple one, namely, that there is not enough work in the country for laborers and that, therefore, they will be forced to take low wages to stave off starvation. The capitalists, he says, will ultimately win out. He believes that labor conditions for some time will be unfavorable, but that things will come out all right in the end, and as a proof states that his firm is making new contracts in Canada.

What a Revival Would Mean

The opinion of still another manufacturer was that the slightest revival in business would put all end to the talk of reduction in labor costs and lower prices. He holds the opinion that this revival will come before very long because retailer's stocks are low, as shown by his buying policy, and that the consumer will begin to buy again when the harvest outlook for the current years is assured.

These are the views that have been presented to Men's Wear Review from many sources, and from men who are qualified to know something about the tendencies of prices. The majority of them believe that 1914 prices will never again obtain, because of the rapid strides of labor and because of a general improvement in the humanitarian outlook. Labor achieved a new consciousness during the war when the success of the allied cause was so dependent upon its efforts. Whether new conditions will alter this class consciousness to the extent that labor will realize that, in the adjustment, wages can drop to 1914 levels without imparing its standards of living, or whether, indeed, this is possible, is only for time to tell.

Business Men Should Travel Extensively

Regina Merchant Says They Can Save Their Expenses This Way

"I think that too few of the merchants appreciate the help that it is to travel to the Eastern cities to study the clothing business at the various fashion centers." So states H. S. Pollock, and Mr. Pollock has been in every department of the clothing business from the factory and the road to the attractive retail store he conducts on Scarth Street, Regina.

"Any merchant doing any sized business at all can save enough on his buying to pay the expenses of his trip. And even if he couldn't, he could so improve his selling methods as to more than justify the expense. There are new styles, new fabrics, new store arrangements, and new display wrinkles that an up-to-the-minute merchant must have. Last time I came back off a trip to the Eastern centers I could have sold enough suits of clothes the day after I got back to almost pay for my trip. The boys knew that I had been down seeing the latest, and they came in and wanted to get what was latest. I had to ask them if they thought I had brought a stock of the new stuff back in my club bag. I eventually got their business when my purchases came in. And my showings were well in advance of what they could have been had I waited for travellers. Take one of the new collars out. I don't like it, personally, but I brought back a little order of them, and had them all sold three weeks before the first advertisement of them came out in the Saturday Evening Post."

In the Pollock store the wall cases are not used as usual; the shirts are displayed more in an individual manner, being displayed against the back of the wall cases instead of being stacked on shelves. As one enters the store, two little display tables are encountered. Each is covered with a velvet drape in the shade best calculated to display the shirt, or combination, or suit of pyjamas shown thereon.

Herb. Pollock is a member of most of the societies in Regina, and as he says, "You don't have to talk shop to get business; just be among those present and you get close to your customers."

Extensive decorating will be under way in the Pollock store shortly. Herb had the windows all remodelled some time ago, and now, apparently, the landlord is going to "have a heart."

CHANGES OF INTEREST IN MANUFACTURE OF CELLULOID COLLARS

The Parsons & Parsons Co., Cleveland, Ohio, have purchased the Cleanable Collar business of The Celluloid Co., of New York. Their lines were known to the trade as Launder-no, Ultima, National, Lithoid, Interlined, Paragon, Victor and Eclipse.

The Celluloid Co. was one of the oldest manufacturers of Cleanable Composition Collars in America. The sale of collars formerly made by The Celluloid Co. will be handled in Canada by The Parsons & Parsons Canadian Co.

Some time ago The Parsons & Parsons Co. took over the composition-collar business of The Fiberloid Corporation in the United States.

The Parsons & Parsons Canadian Co., of Hamilton, Canada, is closely allied with the Parsons & Parsons Co., of Cleveland, Ohio, mentioned above.

Profit in Both Suspenders and Belts

Campaign Inaugurated in the United States Not Being Followed Here—Manufacturers State That Their Business Has Not Been Hurt by the Wearing of Belts—Sales About Even, Says Wholesaler.

WHILE it is true that the manufacturers of suspenders in the United States have inaugurated a campaign (the slogan of which is "Suspenders Are Coming Back") because of the severe falling off of suspender sales during the past year or two, Canadian manufacturers have not yet felt the necessity for such a step. Conditions across the line had gone to a considerable length before the formation of the Suspender Manufacturers' Advertising Committee was thought advisable. The wearing of a belt to the exclusion of the suspenders, perhaps, had its origin in hot weather, when the suspenders felt cumbersome and hot over the shoulders. The invisible suspenders were introduced, but the wearing of belts gained in favor and then became a real fashion, not only for the summer weather but during the winter as well. So popular did belt-wearing become that large manufacturers of clothes began to leave off buttons from the trousers altogether. A part of the work of the Advertising Committee is to appeal to clothing manufacturers to put buttons on, in the hope that if they are there the young men may be inclined to use suspenders if it is brought to their attention that the wearing of them has a certain advantage to the well-dressed man. It is the intention of this Advertising Committee to do a vast amount of advertising in trade papers in the United States and, later on, to use the daily newspapers to a considerable extent.

A Display of Holiday Accessories by Scovil's Oak Hall store in Moncton, N. B.

Conditions Differ Here.

Men's Wear Review, in talking over this matter with a number of Canadian manufacturers, was informed that conditions here differ materially from those across the line. While it was admitted that the belt trade was bound to affect the sale of suspenders to a certain extent, yet it is felt here that the wearing of the belt is not yet a fashion, but rather a concession, first, to hot weather and, second, to style. It has, by no means, gone to the length where clothing manufacturers are omitting the buttons from the trousers. Moreover, with the climate that comes with a country that is farther north, it is believed by suspender manufacturers that there will never be the same cause for the year-round use of the belt that has developed to a more or less extent in the United States. The sale of belts in Canada during the summer months has grown considerably during the last few years, but the fact remains that thousands of young men wear both the belt and suspenders—sometimes invisible and sometimes not. In other words, the style feature of the belt probably appeals to most young men as much as the greater comfort that the sponsors of the belt claim for it during the hot months.

What Manufacturers Say

"I have not found that the wearing of belts has hurt our business as yet," said one manufacturer to Men's Wear Review. "There has been a falling off in our business this spring and summer, but it is due to the general business depression rather than to the greater use of the belt. The Canadian dresser is, perhaps, more conservative than the American type, and I do not think there is the same likelihood of the wearing of belts developing into a fashion here as it has across the line. Belt manufacturers tell me that they have had a falling-off in business in about the same proportion as we have. Looking back over the past two years, our business has kept pace with prosperous times and has fallen when times were not so good. The invisible suspender has been a big seller with us, and when men come to know just how they should be worn, they will sell even better than they have."

"Last year our suspender trade was better than it had been for some years," said another manufacturer. "This was due to the cool summer we had. This shows that the wearing of the belt in Canada is due to its appearance, perhaps, as much as to the greater comfort which is claimed for it. Besides, there are many men who say that a belt does not give them comfort, especially when they bend over. There is no give to it as there is to the suspenders, and for that reason they prefer to wear the suspenders. Our sales during the fall and winter months have kept up well, have even increased, and go to show us that the majority of Canadian young men still stick to the suspenders for the fall and winter. Moreover, I don't believe our Canadian climate is such that the wearing of belts will ever be more than for during the extremely hot weather, when light-weight trousers are worn." Asked as to business conditions at the present time, this manufacturer stated that there was an improvement during the last two weeks in the sale of suspenders and that merchants were placing orders for fall.

Another manufacturer, who went out of the suspender manufacturing business some years ago and is resuming it now, stated that he was getting nice orders for suspenders at the present time. He had just received word from his western travellers, that while orders were not large from there, they were fairly numerous.

A wholesaler with whom Men's Wear Review discussed the matter stated that the sale of belts last year had fallen off, leaving them with considerable high-priced stock on their hands. The sale of these this year, he said, had improved during the very hot weather; but he also stated that the sale of the invisible suspenders had shown a proportionate increase. His opinion was that the wearing of belts had not hurt the suspender business, but, rather, that it had opened out a new line of profitable business on which the retailer could make good profit along with the sale of suspenders.

Good Trade for Both

A chat with retailers convinces the writer that there is a good sale for both the suspender and the belt in Canada. For instance, in connection with the campaign that has been in progress and is still in progress in the United States several tests have been made. Suspender windows have been put in with surprising results to merchants who have tried them out. The sales have been good. With Canadian young men both the belt and the suspender have their place, and good profit can be made out of the sale of both. There is always a danger, both to the retailer and the manufacturer, that their lines will fall behind in sales if they do not keep them constantly before the public either in window displays or in advertising.

Showing Customers How to Dress

Will J. Whelan, of Quebec City, Would Rather Lose Sale Than Send Customer Away Poorly Dressed—A Sales Staff of Experts—Individuality in Letters—Correct Dress Headquarters.

WILL. J. WHELAN, of St. John St., Quebec City, is the proprietor of one of the very few English stores in that historic locality, and furthermore, he has the distinction of being recognized as a real style mentor in men's attire, by the élite of Quebec society, a prestige of which he is deservedly proud. His store is ideally located midway between the business section and the famous Esplanade, renowned as a popular promenade for pleasure-seekers, and known to many people outside of Quebec, and even to the southern States, wherever tourists come from.

Just what precise "cliché" of smartness the title "British made" imparts is difficult to ascertain, but certain it is that everyone who patronizes the Whelan shop asks, "Is it British?" and, of course, it always is! In these days when economy seems to be the universal slogan, imported furnishings at fairly high prices would appear to be pretty dangerous merchandise to carry in stock, but Will. J. Whelan knows how to sell this type of furnishings, and keep his customers constantly on the jump for more.

Sales Staff Are Experts

Finest merino underwear and camel's hair sweaters, at prices well beyond what ordinary humans expect to pay, present no problems of salesmanship, for the simple reason that in the Whelan shop the staff are trained to sell just the exact article that a customer needs, and furthermore, it is never too much trouble to please a customer, no matter what he may want, nor how unreasonable he may appear.

At the Whelan shop, it is held as a policy that if the customer can be made appreciative of the niceties of dress, he becomes a better customer, and consequently the staff do not hesitate to recommend any little changes of attire which they feel sure will improve the appearance. So much hangs upon the proper adjustment of a necktie or the exact blending of colors in a cravat, yet in innumerable cases the subtleties of selection and adjustment are a sealed book to those who most require assistance. It is no unusual event in the Whelan shop to receive telephone calls from customers in the city asking for advice on what to wear to a certain dinner or ball, etc. Mr. Whelan gladly imparts the desired information, and even tells customers who are struggling with the vagaries of a dress shirt or tie, just how to adjust them so that the inevitable bulge or mussy look will disappear like magic. Who would not trust himself with perfect confidence to such a man? And it is an indisputable fact, according to Mr. Whelan, that the man who attends formal social functions but rarely, is usually better dressed and with more distinction, than he who frequents such entertainments regularly every night of his life. The latter gets so accustomed to evening dress and other formal attire that he tends to become careless about the little niceties in dress. It pays to take a keen interest in the less habitual customer for this reason, as he can always be depended upon to rely upon the store for the final pronouncement as to what is "de rigeur," and will buy only the best.

A Policy That Guarantees Results

"We would rather lose a sale than sell a customer something which is not correct," stated Mr. Whelan, "because in our store, it is the smartness and the individuality of our merchandise which customers purchase, quite as much as the intrinsic value of the goods. If we cannot feel positive ourselves that the article selected is going to fulfil every expectation of the customers, then we say so openly, with no thought of suggesting substitutes or make-shifts. We often point out to our customers that it really pays in the end to purchase one of those expensive camel's hair golf coats, for example, because nothing else has ever been invented like them for good appearance, perfect freedom of movement and comfort on the links. Many of our customers admit that we were right, later on, and are willing to invest in other lines of similar worth as a result."

Novel Feature in Equipment

In the centre of the Whelan shop are placed some invitingly comfortable leather upholstered arm chairs at nice angles conducive to conversation and a cigar. In answer to a query as to just why they were "among those present," the proprietor explained that elderly gentlemen appreciated them exceedingly whenever they dropped in and happened to meet another crony bent on a similar shopping expedition. The purchase of furnishings became more like a social affair than a mere commercial transaction, and the inducement to "meet me at Whelan's" was all the more likely to meet with a ready acquiescence.

Individuality in Personal Letters

In the matter of publicity, the same degree of care is exercised by Mr. Whelan. His personal letters, for example, are perfect in their correctness and appearance. When the golfing season opened this summer, Mr. Whelan sent out letters to all the men golfers in Quebec, written upon paper of extreme individuality. Featuring a wide tinted border of olive shade and a most artistic reproduction of a water-color sketch, the stationery could not fail to arrest the recipient's attention at once. The message was typed with the utmost neatness of alignment, the effect of which could scarcely have been improved.

At Christmas time, an elaborate and artistic booklet of gift suggestions is issued to customers, wherein are the requisite spaces for writing the names of the recipients of gifts. This is, of course, much appreciated by women customers, who gladly depend upon Mr. Whelan's judgment in regard to a selection for their men relatives.

Cosmopolitan Atmosphere Predominates

The merchandise in the store is displayed in the conventional manner with the utmost simplicity. No attempt whatever is made to go in for extreme luxury of appointments or faddy equipment. The shelves are laden with boxes of merchandise in which they arrived from their native shores, and half of the distinctive atmosphere of the place is derived from the labels and manufacturers' trade-marks. Like the labels on a globe-trotter's baggage, they designate to all who enter, that the four corners of the earth have been assembled within the store, and that only the best of the world's markets are represented.

His First Dollar

In the office, at the rear of the store, an interesting souvenir is framed and hung upon the wall. It is the first dollar bill ever taken in across the counter by Mr. Whelan, when he started in business in 1900. "There is no money so precious as one's first dollar," laughed Mr. Whelan, and possibly there are few souvenirs as precious as this one, which opened the business career of this successful retailer.

OPENED CANADIAN OFFICE.

In line with the general tendency among Old Country manufacturers to cultivate the Canadian market even more intensively than in the past comes the announcement that Hogg & Mitchell, of Londonderry, Ireland, have extended their direct agency in Canada. Grosart & Sinton, Ltd., are displaying their extensive line of shirts, pyjamas and collars at their two offices, in Montreal and Vancouver.

E. F. G. Sinton is in charge of the Montreal office at 55 St. Francois Xavier, which has been established three years, and Mr. J. McD. Grosart has opened the Vancouver office at 318 Homer Street. Mr. Grosart spent the month of July calling on the principal centers between Vancouver and Winnipeg.

Suggestions for Show-Cards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

WIDE-WEB GARTERS—THEIR COMFORT MAKES THEIR FRIENDS.

WE DON'T NEED A SALE TO MOVE THESE SUMMER COLLARS.

QUALITY STORE PLUS QUALITY MERCHANDISE.

SHIRTS THAT WILL SATISFY THE TASTE OF A GENTLEMAN.

KEEP COOL IN A SUIT OF SUMMER UNDERWEAR.

HOLIDAY PYJAMAS AND SHIRTS IN GORGEOUS VARIETIES

BATHING SUITS FOR THE BEACH OR THE SEASHORE.

IT IS NOT TOO LATE FOR A COOL PALM BEACH SUIT.

IT'S PLAIN THAT THESE ARE UNUSUAL VALUES IN FANCY SHIRTS.

YOU COULD MAKE A GREAT DRIVE WITH THESE GOLF HOSE.

PRICES OF THESE WHITE TROUSERS HAVE SHRUNK, BUT THE DUCK WON'T.

DE LUXE STRAWS FOR THE ROLLS-ROYCE.

QUALITY WITHOUT EXTRAVAGANCE IN THIS MERCHANDISE.

NEW FALL FELTS IN STYLE, SMARTNESS AND SNAP.

STANDARD QUALITY AT STANDARD PRICES.

FASHION'S DECREE FOR FALL IN STYLISH MODELS.

OUTING SHIRTS IN COOL DESIGNS.

IT IS ALWAYS OUR ENDEAVOR TO PLEASE.

PRICES IN KEEPING WITH PRESENT-DAY MARKETS.

SUMMER STILL HAS A KICK IN HER—GET OUT OF THE SUN UNDER ONE OF THESE.

A WONDERFUL CLEARANCE OF SEASONABLE MERCHANDISE AT HOT-WEATHER PRICES.

OUR AUGUST SALE IS ON—AND WITH IT THE BIGGEST VALUES WE HAVE EVER GIVEN.

BLUE SERGES THAT DEFY THE RAYS OF THE SUN.

SERVICE WITH US MEANS INTELLIGENT ATTENTION AND SATISFACTION GUARANTEED.

WASHABLE NECKWEAR FOR YOUR VACATION.

THE FINAL WORD IN STYLE IS SHOWN HERE FIRST.

GET IN ON THESE SNAPS WHILE THEY LAST.

SUPERFINE SILK SHIRTS FOR DISCRIMINATING TASTES.

AUGUST IS OUR SALE MONTH—AND YOUR OPPORTUNITY TO SAVE.

COOL HOSIERY FOR HOT PAVEMENTS.

AN ADVANCE SHOWING ON STYLISH FALL MODELS.

PEOPLE WHO WANT SERVICE FIND THEIR WAY TO OUR DOORS.

The Markets at a Glance

Some Buyers Decide to Place Fifty Per Cent. of Their Requirements—Good Business in High-Class and Specialty Houses—A Grey Season for Spring, 1922—Better Feeling in the Neckwear Trade—Hats and Caps.

A FEW weeks ago a dinner was held in the King Edward Hotel, in Toronto, to which some of the buyers of big retail stores sat down. There were a couple of dozen of them present. They discussed the market conditions, fore and aft, in many lines of men's and women's wear. They came to the conclusion that, with productive costs as they are at present, prices had practically hit the bottom and that it was time for them to go into the markets to place at least fifty per cent. of their requirements for fall.

This little incident is worth considering. It would be as foolish to overbuy now as some merchants may find it is foolish to underbuy later on. It is only normal buying that will revive normal times. If merchants are holding off placing their normal requirements they are helping to disorganize manufacturing staffs and are making it more difficult for themselves later on to get the deliveries they think they can get immediately. In a number of lines of men's wear manufacturers' stocks or mill stocks are well down and they will not be able to meet quick demands as easily as is expected in some quarters.

Sale of Summer Goods

The prolonged hot-weather spell had its good results for the men's wear dealers. Bathing suits, nainsook underwear, palm beach and other light summer suits—in fact, everything that promised relief from the oppressiveness of the hot weather found a ready sale. Some of the bathing beaches in Toronto were a riot of color that rivaled Joseph's coat of old, and a variety of fit that would have lent inspiration to Charlie Chaplin. All colors and sizes were sold, regardless of how they pleased the eye or adorned the person. Dealers report clean-out sales of their palm beach suits; the demand for the lightest summer underwear could hardly be met. It afforded two to three weeks' lively trade in all summer goods for men's wear dealers.

Clothing

Manufacturers of high-class clothing and specialty houses report very good business. It is their opinion that quality merchandise is going to have the best chance, and with the quality they are offering goes a very inviting price. One manufacturer stated to Men's Wear Review that they had 75 per cent. of their normal fall business already booked; another stated that their fall booking ran from 60 to 70 per cent. of the normal. One specialty house stated that during the last five months their business had shown a steady increase every week during that time. Generally speaking, manufacturers are looking for a good sorting business from the trade.

Manufacturers are beginning to figure on costs for the spring of 1922. "Consumers under distress sale conditions," said one manufacturer, "are getting clothing cheaper to-day than they will get them in 1922 unless there is a drop in labor costs." That is, providing the clothing manufacturer is to get a legitimate profit as well as the dealer. There is a possibility that prices for spring may show a slight increase over what are expected now. Manufacturers who are figuring on spring costs are doing so, having in view that labor costs may be down a bit by then. If they are not, their prices will have to be higher because distress goods will be off the market and new goods will be higher than the prices that have been paid for distress goods.

Buyers have recently returned from England, where they sought out some spring, 1922, materials. One stated that it would be a grey season. Glen checks and herringbones, he said, were particularly strong; but everything new is some shade of grey. Another buyer stated that merchandise could be bought in some quarters at one-third the price paid for the same goods six months ago. Worsteds, so say buyers, are hard to get at popular prices.

Neckwear

Some neckwear men say there has been a decided change for the better during the last few weeks in their line. Big buyers, it is stated, are coming into the market again after being out of it for some months. They have placed substantial orders. On the other hand, manufacturers who go direct to the trade state that their business has kept up at a good level, though it is not as good as a year ago. One manufacturer stated that it was not to be expected that the trade of the last few years would keep up, and the men should get used to the idea that it would not. The last few years, he said, were abnormal years, and he felt that it might take some years to establish a real normal trade.

Some of the new lines for fall are in medium sizes. They are a little wider than the tie for the very low collar, but not so wide as the full flowing-end, by any means. The patterns vary a great deal and, as a matter of fact, there will be an equally great variety of shapes. One manufacturer stated that the popular consumer price for fall would be $1, but that there would be many lines for $1.50.

Hats and Caps

Generally speaking, the placing for English and foreign hats has shown a greater proportion of normal requirements than the Canadian placings. This is largely due, wholesalers say, to the fact that dealers know they can get Canadian hats for almost immediate delivery, whereas this is impossible with the foreign makes. On the whole, commitments for fall have shown a marked conservative tendency on the part of the dealers, even though they feel that there will be a good business in the fall. It was stated to Men's Wear Review in one quarter that harm had been done the Canadian hat trade generally by mid-seasonal cuts in prices, though this does not apply to all Canadian makers. It has, said one wholesaler, created a feeling of uncertainty in the minds of dealers.

Aside from the sale of some novelty caps for sports and automobile wear, there is not a great deal of activity in the cap trade. One traveller, just returned from the west, stated that stocks in the west were down and that, with good harvests, there would undoubtedly be a good trade this fall.

Shirts and Collars

There has been little change in the shirt and collar situation recently, as compared with the past few months.

The tendency is for merchants and buyers to confine their purchases to cover immediate requirements, and there is nothing to indicate that there will be any change in this policy for some time to come.

The warm weather has made the demand for collars quite active.

Orders for fancy shirts are being placed for short periods only, the tendency being for lower priced qualities, although a fair percentage of orders are for better qualities, which indicates that consumers are not all looking for low-quality goods.

There may be a further slight reduction in prices for spring, 1922, but in some qualities there may be small advances, if they are to be sold at a profit.

The mills have quoted prices on some qualities for spring, 1922, deliveries, which fairly well establishes the prices of shirts for shipment at that time.

Under present manufacturing and selling conditions it is difficult to forecast the trend of styles, and these will depend upon the demand as is created from time to time during the next few months.

Naturally every merchant wishes to purchase at as low prices as possible, and the best source of supply will secure the business. It is wise that purchases should continue to be on a basis which will cover wants for short periods.

Frequent buying and quick turnover will be big factors in bringing back sound, profitable merchandising conditions, and the merchants who operate under such conditions will be those who will be best prepared to pass safely through the next few months, which will be the most trying and extreme of the adjustment period.

Conducts Training Classes in Salesmanship

C. H. Smith Co., Ltd., of Windsor, Infuse Spirit of Specialization—Efficiency of Sales Staff a Big Factor of Success and Service—Improving Selling Ability.

NINETEEN hundred and twenty-one is to be a test of efficiency and service. Salesmanship is reaching up to new standard; the days of the order-taker are gone. The period in which we live is oneof specialization; everywhere one hears "He is a specialist in this, he is a specialist in that, or the other thing." It is the specialist who is climbing to the top of his profession, no matter what that profession may be. Be he doctor, lawyer, dentist or what not, the specialist is the man who counts and who paves the road to his own doorway. These professions, these specialists, devote years of study and active practice to climb to a position of pre-eminence in their own particular sphere of life. They believe it is worth it, that the dignity of the profession and the honor that goes with achievement are worth the labor of years. They are not wrong. The world admires the man who reaches the top of his profession.

Spirit Invades Trade

This same spirit of specialization has crept into the trade. There are men who believe that salesmanship, the management of a store, departmental or otherwise, is a profession, worth years of careful study. In service, they believe that the merchant who serves the consumer conscientiously, faithfully and well has achieved a name and a reputation not less deserving of commendation than the doctor or the lawyer who reaches the top of his profession because of his distinguished service to humanity. To such men, the days of the old-fashioned storekeeper are gone. It takes system, studious management, daily analysis of conditions, local and dominion, an appreciation of the rights of others in his employ, a keen grasp of market conditions to be a highly successful merchant. As a store grows up and its many ramifications get beyond the power of one man, other specialists are gathered around him, and the whole organization becomes infused with the spirit of specialization.

The Value of Training

The value of training to the success of the modern store, departmental or otherwise, cannot be over-emphasized. It leads to specialization. Salesmanship is not a profession for the inefficient; it will become less and less so as the years go on. The store giving the best service is the store with trained salesmen and saleswomen. That is the belief of C. H. Smith, of C. H. Smith Company, Limited, of Windsor. And suiting his belief to practice, he conducts classes in salesmanship amongst the members of his staff. Heads of departments get together and talk salesmanship, and then the heads of the department talk salesmanship to the salespersons in their respective departments. Here is one of the lectures given:

The furnishing department of Scovil's Oak Hall store in Moncton, N.B.

How Clerks May Increase Their Selling Ability

Create a favorable first impression, by being prompt in approaching every customer. Attend to your stock with your mind on the aisle—customers first; then merchandise. When the customer approaches discontinue any work you may be doing and go forward immediately.

Meet your customers more than half way, without seeming to hurry.

Be courteous—bow recognition. Look interested. Smile. Show that you are glad to see the customer.

Appear to be energetic. No one likes to be waited upon by a salesman who finds it necessary to lean against the shelves.

Offer your services immediately. A slight inclination of the body or raising of the eyebrows in an inquiring manner may be sufficient. If not, use some form of greeting that stands for service, instead of selling.

Never ask, "What price do you want to pay?" Possibly the customer doesn't know. The statement that she wants to pay a certain amount will make it difficult to sell something more expensive.

Begin showing goods as quickly as possible. Do not ask too many questions regarding price, size, color, etc. You should be able to judge about what will suit, and by doing so you will please the customer.

Your first words about the goods should give the best reason why the particular customer you are serving should want them. If the price is the most vital selling point, use it at the beginning of the sale. If not, create a desire for the article and the price will often seem low by comparison with the advantages of the purchase.

Adapt your selling talk to the customer's words and actions. If she looks away while you are talking, pushes the goods from her or picks up other merchandise, you may be sure that she is not interested in what you are saying. In this case, you will immediately attack her mind from another angle.

Be positive in all statements regarding your merchandise. Don't "think or guess or believe." You should know all about the lines you are handling, where they come from, how they are made, what they are made of, how they compare with similar lines, what may be expected in service. Nothing will inspire confidence more than demonstrating the fact that you know your goods.

Talk as if you believed what you said. *Make statements as if they were well known facts.* Get the customer to agree that what you say is true, and she will have no reason for refusing to purchase.

Show enough goods to demonstrate that you are willing to work hard to please the customer, but eliminate as rapidly as possible those not vitally interested, so as to avoid confusion and assist in arriving at a decision.

NEW SHIRT-CUTTING ROOM

Tooke Bros., Ltd., of Montreal, have recently installed a new shirt-cutting room which is said to be one of the largest exclusive shirt-cutting rooms in America. The space occupied by this room is 300 feet by 80 feet for one half and 120 feet wide for the other half.

The Outlay of Dunn's, Saskatoon

Displays the Correct Styles in an Inviting Manner—Makes the Best Use of the Space at His Disposal—The Arrangement of the Store—Dressing the Windows.

IN the men's furnishing store of Dunn's Ltd., on 2nd Avenue, Saskatoon, there are many innovations that might be well considered in other stores, both catering to men's trade, and to others.

The first impression from the outside is that here is a store that is likely to have what the careful dresser requires. It displays the "correct" thing in a manner that commands attention.

When inside, one finds that the store, while having great depth, is quite narrow, probably not twenty-five feet, but one glance at the neat hardwood cabinets, show cases and fixtures assures the purchaser that ample variety will be found to satisfy his every need. On the right, near the entrance, ties in a wide range of shades and fabrics are shown in the first all-glass display case. (There are five of these cases, end to end.) More ties are displayed on revolving racks on top of the cases. The next two cases give good display to shirts, and the fourth and fifth display underwear and pajamas.

The Top Coats and Hats

On the left, starting from the door, we find cabinets hung with top coats of every description—the ones near the door being in various popular styles and shades, and then running to rain and weather proof coats. Above these top-coat cabinets, the hardwood fixtures extend to accommodate metal shelves where tweed and soft felt hats are shown. The hardwood, open cabinet in the centre of the store displays the season's latest straws for men, with mirrors conveniently located on the cabinet for the trying on of these.

Back of the straw-hat rack there stands a revolving fixture for the display of tweed caps. Four compartments complete the drum of this fixture, the caps being nested one on top of the other in each compartment. A hardwood top protects the caps from dust, but the various shades and textures are shown to splendid advantage in this fixture.

A Neat Store in the West

For a small store, that of W. S. Gilpin, of Edmonton, has a remarkably neat way of storing and displaying a large and varied stock of men's furnishings. Wall cases, glass-fronted, with nickeled metal shelves, take care of the shirt displays. A high-class fronted section permits of splendid displays of fancy cravats and shirts for dress wear. Below these latter display sections, a series of drawers—all alike in oak—permit of speedy location of the dozens of odd sundries. All the fixtures were made locally under instructions from Mr. Gilpin.

The clothing section is also cabineted in oak, and accommodates a much larger range of styles and fabrics than the size of the store would appear to permit.

Clothing Department

Back of the sundries section, the space is devoted to the ready-to-wear clothing. Modern cabinets permit of maximum display with minimum space. Over this section a large skylight, screened with muslin, admits splendid natural light, and allows all colors to be shown to true advantage.

The clothing cabinets are no different to most, in that they stand about seven feet high. Above these cabinets many merchants stand cut-outs, and advertising material, but at the best the tops of such fixtures offer an annoying surface for the accumulation of dust and dirt. Harold W. Parr solved this problem to the great satisfaction of Mr. Dunn. From light wood and beaver-board panels and doors were constructed, colored in harmony with the ceiling decoration, and slightly ornamented. The doors come flush with the fronts of the clothing cabinets, and in each door is framed a picture of a great historical figure like Kitchener, French, Lloyd George, etc. The doors may be opened and much stock stored inside, where it will be free from dust. The clothing cabinets occupy the length of one wall to within four feet of the end of the room. This four feet three-sides space is fitted with full-length mirrors at proper angles, and is much appreciated by those choosing suits.

Soft Collars

The wrapping counter, which is lower than the show cases, and made of hardwood, also shows an original idea. A heavy sheet of plate glass is set on top of the hardwood counter, and under the glass are displayed some forty styles of soft collars, each labelled as to name and price. While paying at the register and waiting for the parcel to be wrapped, one cannot help but inspect the assortment of soft collars, and as almost every one can do with an extra soft collar or two, most gratifying results are reported.

Having made his purchases, the departing customer finds, on reaching the door, that racks have been set into the back of the show windows in such a way as to give enticing display to an attractive range of fancy knitted ties.

Mr. Parr, to whom Mr. Dunn gives unstinting credit for many of the innovations in the store, dresses the windows, and writes the cards. Mr. Parr took the Forsyth window-dressing prize for three years in succession, and has also had recognition from other manufacturers, whose merchandise he has displayed.

Into New Quarters

Hoffman Ducoffe & Company, makers of "University Clothes" for men and young men, have recently taken possession of much more modern premises in the new Dubrule Building, Phillips Square, Montreal, where the various branches of their business have been concentrated under one roof, including factory, warehouse, sample rooms and offices. The lighting and sanitary facilities of the entire plant are such as to ensure manufacturing under most favorable conditions.

A. Fred Bennett, 478 Bank Street, has reopened his Gents' Tailoring establishment.

E. V. Pye Company, 244 Bank Street, have begun a Custom Tailoring business at 244 Bank Street, under the direct personal management of E. V. Pye, well known as a cutter of repute, who guarantees perfect fit and satisfaction.

Macdonald's Men's Wear, Ltd., Bank and Queen Streets, advertise a 10% discount off all accounts paid within a certain time. A ten-day half-price sale has been another means of raising ready money.

Prices down, thermometer up, has been the means of adding up sales for the men's wear stores of Ottawa during the very trying days of June and July. Straw hats and clothing of all kinds are advertised at half-price and less, so that buyers cannot afford to wait longer when values will hardly be better than at the moment. One thing is certain, the retailers who have been overstocked with summer wear will have no one but themselves to blame if stocks do not get lower immediately. It would appear from a visit to the leading stores that they are all taking the best known methods of merchandising, and results are proving a tonic to jaded vitality. The Saturday half-holiday has been the means of allowing many clerks to keep going these trying days that tax civility and salesmanship to the limit.

By the use of a handsome background and a few flowers, this unit display of hats becomes very artistic and attractive. It was arranged by C. Faunt, of the Regina Trading Co., Regina.

An aisle in the store of Donaldson Hunt, of St. John, N. B., showing the haberdashery section. Note the coat of arms of the store featured on hand-painted cards all down the walls. The clothing and fitting rooms are in the background.

Specialized Salesmanship—Variety

Two Factors in the Business Success of N. E. Papillon, of Quebec City—Does Not Think That "Repeat Orders" Are "Just as Good"—A Hat-Fitting Machine—Forms of Publicity.

GLITTERING with quantities of shining glass fixtures and gleaming with the richness of polished hardwood, the handsomely appointed store of N. E. Papillon, of Quebec City, is ideal in every particular. It is not so much the expense lavished upon the equipment of the establishment, however, which impresses the visitor most of all, but rather a sense of the perfect fitness that characterizes every display unit, indicating the understanding of such values as color harmony, restraint in display, and artistic arrangement in every detail even remotely connected with the merchandising of men's furnishings and clothing.

Neither is the striking appearance of the shop but a mere superficial display, behind which there is little enduring merit, but rather the opposite The store and its equipment is simply the expression of the ideals and the hopes of a man who thoroughly understood his business, and who, throughout thirty years of unremitting work, has reached the point where he sees his vision crystallized into concrete form, representative of all that most stores aspire to become.

Biographical references are very much the fashion just now where successful men are concerned, especially in regard to what is termed the "human interest" aspect, which can always be counted upon to arouse the reader's sympathy and attention; so that it does not seem out of place to take a bird's-eye view over the past thirty years, and seek the explanation of Mr. Papillon's unique success. Briefly, it was the old story of the plucky struggle of a youngster to assist his mother to bring up a family of fourteen children after the father and breadwinner had died. Hard work and constant study were the lad's sole preoccupations for many years, until he was able to open a store of his own in partnership with a friend, wherein hats and furs were the chief stock-in-trade. Gradually, the business was set upon such a stable footing that it was possible to eliminate the lines exclusively feminine, and to concentrate upon establishing a men's store. After the withdrawal of the partner, Mr. Papillon, together with his two sons, continued to climb higher and higher up the road to success, until, to make the story short, he achieved an enviable position in the merchandising world.

Specialized Salesmanship

"What are some of the features that make your store so individual in character, and whom do you cater to most especially?" was the query put to the proprietor by a staff member of Men's Wear Review. "Our trade is almost exclusively French," was the reply, "but we have a little of all kinds, in so far as demand for high-grade furnishings is concerned, and motorists are an important factor in summer time. In regard to our merchandising methods, we believe first and foremost in system, specialized salesmanship and perfect service to our customers as far as we can ensure it."

"In this store," continued Mr. Papillon, "each clerk is trained to be as efficient as the manager, and can take hold as though he were personally responsible for everything. This means that we can guarantee satisfaction in pretty nearly every particular."

Variety the Spice of Merchandising

"We believe in changing everything around from time to time in the shop, so that no tiresome monotony ever prevails week after week. Where the ties are hung one week, will be found hosiery during the following one, and so on. This tends to keep the interest of the sales staff more alert, as well as to keep customers guessing as to what we intend to show next. In addition to regular salaries we pay the staff commissions on extra sales; and in regard to certain lines, such as headwear, for example, we offer a bonus where odd lines are concerned, that we desire to clear quickly."

Hats, by the way, are one of the specialties of the Papillon store, and the arrangement alone merits a special word. They are ranged upon glass enclosed shelves, following a definite plan, the odd or single hats remaining from regular lines being placed nearest at hand, and the regular stock itself higher up. In selling hats, the salesman tries to give preference to the odd hats first, if satisfaction can be assured, and it generally works out that little unsold stock accumulates at the close of a season. Each model is, of course, ticketed with its size, etc., for quick service, and furthermore, each salesman is an expert at "sizing up" his customer, as to height, coloring and type, so that he rarely fails to produce just the right thing at the first attempt. Hat-selling reaches a high degree of excellence here, for another reason as well. If the customer is found to possess certain abnormalities, or even the usual number of bumps and cavities which phrenologists declare to be the signs of intellect, the Papillon store can alter the shape of any hat to fit the exact contour of any head by means of a wonderful little machine which measures the outline accurately, so that it can be transferred to the hat in the form of an exact replica. The hat is finally pressed with a wooden iron to restore its stiffness. This machine is greatly prized by the store, and is responsible for much of the success in headwear selling which the store may boast to its credit.

The business is carried on upon a strictly cash basis, and every article of merchandise sold is entered upon the records, so that every Saturday Mr. Papillon can tell at a glance the amount each individual clerk has sold, and the exact nature of the merchandise. This unique record reaches back to the year 1890, and its pages demonstrate in a remarkable manner the trend of masculine trade throughout a third of a century.

No Repeat Orders

Before the season's buying is undertaken, Mr. Papillon consults another record, which is based upon the results attained by the different lines of goods, but instead of following the plan generally adopted by the trade, of repeating orders on lines which have sold out quickly and with the least effort, he endeavors to discover something just a little different. "We do not believe in repeats, they tend to get stale. If we have much success with a certain window display of merchandise, we take it out quickly so that people will not get tired of it and the goods lose their attraction," explained Mr. Papillon.

Another of his maxims runs to the effect that "merchandise alone is the basis of successful retailing." That is to say, there must be value in every item of merchandise sold, and to enhance this value, care must be taken to display it to the best advantage, to advertise it correctly and truthfully, and to sell it with enthusiasm and thorough knowledge of its every feature. While the store makes it a policy always to carry what is newest and smartest, yet the use of slangy English is carefully avoided, in the show cards or advertising. In the case of the type of clothing for young men, popularly known this season as "Jazz," the Papillon store prefers to feature these styles under the caption, "New York Models," instead, and has found that customers like this method best. This, perhaps, is due to the fact that Frenchmen of Quebec instinctively shun commonplace forms of speech, and cling to the dignified and old-world courtliness of language, in which the slang of today has no place.

Various Forms of Publicity

In regard to advertising methods, the Papillon store favors window displays above all others, but uses the newspaper and the movie screen, as well as theatrical programmes each week. Brightly-illuminated board signs along the chief motoring routes near Quebec are still other good business-getters.

The present business depression brought no attendant difficulties to this successful store, for according to its owner, retailers in Quebec are all doing good business. "We believed in cutting prices sharply," he pointed out, "and in our own case we reassorted our stock very early in cheaper merchandise, and in February last, after stocktaking, we wrote off about $3,000. I may say now that the volume of sales is greater than ever, and we have no cause to complain."

Educational Work of May Bros.

How Training Has Improved the Sales Force and Cut Down Waste of Cleveland Firm—Employees Actually Shown What Mistakes Cost—Profit-Sharing Scheme in Effect—Suggestions for Smaller Stores.

WELFARE work is now recognized to such an extent by progressive institutions in Canada and the United States, that a plea for it is no longer necessary. Men's Wear Review finds that this work is being done by an increasing number of department stores in this country every day. The May Company, of Cleveland, has developed one of the best departments of the kind in the United States. Men's Wear Review was informed that the success they have attained is, in great part, due to the name they have given their work. It is known as the Educational Department, which has less of the idea of patronage than any other term. Its purpose is educational rather than anything else, and its method is based on a preventive rather than a corrective system.

A representative from Men's Wear Review interviewed Mrs Stebbins, who is in charge of the work. She is a woman of experience and tact. Her assistants are two young ladies who have made a special study of department-store methods. A recent report made by the Trouble Department shows that with twice the number of sales made in May this year, as compared with the same month in 1920, there were two thousand less complaints.

The Work Itself

Every man or woman who is registered as an employee of the company is given one week's instruction, with salary, before being placed at work. The mornings are devoted to actual lessons given by Mrs. Stebbins or her assistants, and the afternoons to practical work under the supervision of the head man or woman with whom the new employee is to work.

Instruction is given under three branches: System, Hygiene, and the particular line which the student is to take up. This may be Salesmanship, Parcel Wrapping, Elevator Operating, Bookkeeping, or Parcel Delivery—anything that is done in the store is taught the new member of the staff in a scientific way. When necessary, instruction is also given in Reading, Writing and Arithmetic. These last subjects require individual teaching.

There is a hospital with a doctor and a trained nurse in attendance. Those who are ill are visited by the nurse at their homes free of charge. Supervision, which is never allowed to develop into a spy system, is made over the employees' dining-room, which adjoins the Educational Department.

Monday a Holiday

During the months of July and August, Monday in the May store is a whole holiday. This enables employees to take week-end trips, and does not interfere with the convenience of Saturday shoppers. The Educational Department has also shown the firm how some of its methods can be improved upon. Late closing hours before Christmas have been abolished, and it is asserted that the store has not lost anything by closing at the regular hour in the last few years.

This is Also the Blunder Department

The staff is taught to regard the Educational Department as a friend. When mistakes are made, it is not so much a case of reports being made by managers to Mrs. Stebbins, as of clerks coming to her with their troubles. They feel that if their intentions are honest, sympathy and assistance will be given here. In the same way they ask for advice on matters about which they are not certain, and new work which they are undertaking.

What it Means to Employees

In this store employees are paid on a profit-sharing basis; a system which helps them to help themselves means a great deal to them. It does not take new members long to appreciate the value of the Educational Department if they co-operate with it. Those who are ambitious find that they get a fair return for their efforts. It also lessens the dangers of dismissal, which so many firms have to resort to because they have no training staff.

What it Means to the Firm

The fact that each employee is made a thinking unit instead of an automaton, means that the firm has probably one thousand forces instead of the dozen that comprise the executive staff. There are just that many more chances for improvement in the store system, because no new idea worthy of consideration is ever allowed to go to waste. Then in the matter of blunders; the fact that a clerk who makes a serious error is taken to the offices where such matters are adjusted and shown exactly the amount that the blunder has cost the firm in time, money and reputation, has a very lasting effect. Dismissals, too, which every firm knows are costly because of the energy wasted in training both the old and the new clerk, are reduced to a minimum.

How the Small Store Can Do This Work

Mrs. Stebbins is of the opinion that every store in even the very small towns can carry out a method of store education on a small scale. In many such stores to-day clerks are given no idea of what the selling profession really means. Those with brains and ingenuity sell well, and those without it do not. As a result, both they and their employers suffer. If a man is not allowed to be a shoemaker without serving an apprenticeship, why should sales-people be permitted to sell commodities to the public without training? The principal thing to remember in forming a department of this kind, is that a man or woman should be selected as its head who is specially adapted to it. One with education, experience, training in the essentials of social service and in store systems should be appointed. Tact and sympathy are also essential. It was suggested that several stores in the same town could go together in this training work, or that three or four towns in the same district could appoint a person whose time would be divided among them. If this is out of the question in some cases, there is always a man or woman in every store who is capable of taking over such work along with other duties.

Statistics Show $500,078 in Clothing Trade

The making of men's clothing for Manitoba for 1919 was $500,078, figures just received from the Dominion bureau of statistics show, according to officials of the prairie division, Canadian Manufacturers' Association.

Salaries and wages were $399,552, the cost of material $504,810, and the value of the products $1,217,867. The investment was divided as follows: Land, buildings and fixtures, $44,940; machinery and tools, $23,967; materials and stocks in process of manufacture, $277,640; cash trading and operating accounts, $133,631; total, $500,078.

Manitoba, the report for 1919 says, has two factory-made clothing establishments and 89 merchant tailors' establishments. Compared with Saskatchewan and Alberta, there were no factory-made clothing establishments in either province; 47 merchant tailors in Saskatchewan and 41 in Alberta.

The total capital invested in Saskatchewan for the year was $154,460, and in Alberta, $199,060.

The total amount paid in the Dominion for men's clothing in salaries and wages in factory-made clothing was $11,222,681, male employees numbered 5,700, female 7,196; and for custom-made clothing, salaries and wages were $6,178,723; male employees, 4,094; and female, 3,255.

SPERO POCKETINGS

TWO OF A KIND Both Reliable

Richard Haworth and Company Limited, England

GARTERS

Garters of the Satisfaction-Giving kind.

No. G.P. 22.
Regd. No 205436

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the ——— trade. ———

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES are noted for their QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

LONDON: 19 Fore Street, E.C. 2.
SOUTH AFRICA: Davies, Gnodde & Smith, 1 Strand Street, Port Elizabeth.
MELBOURNE: Alfred F. Smith, 2 Fink's Buildings, Elizabeth Street, Melbourne.
SYDNEY: Alfred F. Smith, 39 Queen Victoria Buildings George Street.
CHRISTCHURCH: Robert Malcolm, Ltd., 79 Lichfield Street Also Auckland, Wellington, Dunedin.
BOMBAY: F. A. Filmer & Co., Gaiety Buildings, Hornby Road.

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS PERFECT IN FIT GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

A Twenty-Thousand-Dollar Financial Expert

There are few men who could afford to have a personal financial expert to assist them in making the right kind of investments—the safe, sound investments that can be passed on as a profitable legacy.

And still fewer could afford to employ an expert who demanded a fee of $20,000 a year. But this is exactly what you have at your disposal, almost at your elbow, in the Investors' Enquiry Service of The Financial Post.

Readers of the Financial Post, through this service, can have the securities they are considering thoroughly investigated before spending a single cent. Men skilled in getting at the hidden factors behind investments dig for the bed-rock facts that determine the value of stocks and bonds. Often securities many think are valuable are found to be unpromising, sometimes mere scraps of paper when certain underlying information is uncovered.

It costs nothing to be sure. It may cost much—perhaps all your hard-earned savings—to be sorry.

Readers of Financial Post are saved all this guesswork—this investing in the dark.

Whether you invest thousands or hundreds, it will pay you to use this splendid service—free to all subscribers who must use it.

The Financial Post comes to you for one year—fifty-two issues—on receipt of $5.00. Just attach a Cheque to this advertisement.

THE FINANCIAL POST

143-153 University Ave.
TORONTO, CANADA

Whether you are Manufacturer or Retailer, make sure of getting the Genuine

"Cravenette" REG.D

Cloth and Garments

by seeing that the "Cravenette" Regd. Trademark is on every yard of cloth or inside every garment.

It is well to remember that "Cravenette" Regd. is NOT a fabric but **is a process,** and any cloth made shower-proof by the "Cravenette" Regd. Process is a "Cravenette" Regd. cloth, regardless of its texture.

Reg.d Trade Mark
Cravenette
Proofed by
The Cravenette Co.Ltd

These Symbols are the hallmarks of excellence in the Textile World. See that your shower-proof Cloth, Linings and other fabrics carry these signs of reliability.

BDA

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST.
ST. PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST.

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA
(COPYRIGHT)

Hollins

DAY & NIGHT WEAR

WILLIAM HOLLINS & CO. LTD.
REGISTERED TRADE MARK

The Mark of Fine Merchandise

"Viyella"
[*Reg'd*]

"Aza"
[*Reg'd*]

"Clydella"
[*Reg'd*]

Unshrinkable Flannels

—are sold by better-class stores in every corner of the English-speaking world. The registered trade-mark of the originators and manufacturers of Viyella and its sister fabrics is accepted by discriminating purchasers everywhere as ***THE ABSOLUTE GUARANTEE*** of quality, dependability and lasting value. Are you amply provided to meet the Fall demand for these fabrics?

Patterns and Price List available on request.

WM. HOLLINS & CO., LTD.
(of England)
62 Front Street W., Toronto
45 E. 17th Street, New York.

THE ANNUAL FALL NUMBER NEXT ISSUE (SEPTEMBER)

BIGGER AND BETTER THAN EVER

LOOK FOR IT IN SEPTEMBER

A Few of the Features:

There are features about the **Annual Fall Number of Men's Wear Review** which will be particularly helpful to retailers as they face their fall and winter merchandising season. Some of the problems that have to be faced are dealt with. What appeal is going to meet with the greatest response? What are some of the considerations that will make for more efficient and effective salesmanship? How is it possible to cut down overhead expenses without impairing the strength of the sales organization? These are some of the problems dealt with.

In addition there is interesting news of conventions in some of the sister provinces of the Dominion.

INDEX TO ADVERTISERS

A

Acme Glove Works, Limited..... 7
Atlantic Underwear, Limited.....14

B

Boulter, Waugh, Limited.....13
Bradford Dyers' Association, Ltd.....53

C

Clatworthy & Son, Limited.....23

D

Dale Wax Figure Company, Ltd.....25
Deacon Shirt Company.....22
Delfosse & Company.....12

E

Elkin, J., & Company, Limited..... 6
Exhibition Guide and Map.....17

F

Faire Bros. & Company, Limited.....52
Fashion Boys' Clothing Company.....10
Fashion Clothing & Cap. Co.....14
Freedman & Company, The..... 5

H

Hanson, Geo. E.....15
Hartt-Brown, Limited..... 4
Hudson-Parker, Limited.....27
Haworth & Co. Ltd., Richard.....51
Hollins & Co. Ltd., Wm.....54
Hickok Mfg. Company, Ltd.....18-19

J

Jackson Mfg. Company, Ltd.....22
Jones Bros. & Company, Ltd.....12

L

Leishman & Company, Ltd., Wm. H..... 28

M

Moyer, A. W.....Inside Back Cover
Miller Men's Wear, Limited.....20

N

National Suspender Company.....15
National Cash Register Co. of Canada, Ltd.....21
Nu-Way Strech Suspender Company.....24

O

Oxford Clothing Company, Ltd.....24

P

Parsons & Parsons Canadian Co., The.....26
Peck, John W., Co., Ltd.....8-9

R

Racine, Alphonse, Limited, Inside Front Cover
Raven, Wm., & Company.....52
Richardson, A. E., & Company.....2[illegible]

S

Schwartzman Bros. 12
Shaw Correspondence Schools.....56
Shuttleworth, J. R., & Sons, Ltd.....22
Stanfields, Limited..... Front Cover
Stifel, J. L., & Sons.....26

T

Tip Top Cap Company.....27
Tooke Bros., Limited.....Back Cover
Two Clip Tie Company.....24
Tutt Clothing Company.....16

V

Victoria Rubber Company.....11

W

Walter Williams & Company, Ltd.....10
Box 99.....56

WINDOW TRIMMER AND SALESMAN WANTS POSITION IN LIVE men's wear store. Best references furnished. Write to Box 99, Men's Wear Review, 153 University Ave., Toronto.

TWO COURSES

Advertising and Show Card Writing

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

Canada's New Governor-General

LORD BYNG

WILL INSPECT THE BOY SCOUTS AT THE CANADIAN NATIONAL EXHIBITION

This is the big event of the year for the Scouts, for not only will there be a Grand Review, but picked troops will be billeted right on the grounds.

It goes without saying, of course, that every mother will be just as anxious to have her boy look his best in a smart, new uniform as the Scout himself—'nuf sed.

Mr. Dealer, make sure that you will get a large part of this business by ordering NOW and having the Uniforms on hand when the big rush starts.

Moyer **Boy Scout Uniforms** give the maximum worth at the minimum cost.

Samples and quotations promptly sent on request.

"Gob" Hats —Absolutely the newest thing in summer headgear. Fashioned after the American Navy (Gob) Hats—in White Duck and Khaki—they have made a great hit with good dressers for wear about summer resorts, the camp and general knockabout wear. Give "Gob" hats a good display in your store. They make a profitable and fast-selling line.

Rugby Uniforms—Give 'em a real outfit this year. Those local boys of yours will want an outfit that can stand strenuous wear. Get after this business early and let us know your requirements. We produce a garment that will prove a real money-maker for you.

A. W. MOYER & CO.

MANUFACTURERS (to the Trade only)

124 King St. West **TORONTO**

BOYS' and MEN'S ATHLETIC CLOTHING and WHITE DUCK GARMENTS. Coats, Aprons, Gowns, Uniforms, etc.

WHEN VISITING THE EXHIBITION CALL AND GET BETTER ACQUAINTED

The Rolltex

An addition to our featherweight Starched Collar Division

Low in Shape —— Slight Roll effect

Band 1 Inch —— Top 2 Inches

A proven favorite that should be on your shelves

Immediate Delivery Priced $2.00 the Dozen

TOOKE BROS., LIMITED

Shirts, Collars and Neckwear

MONTREAL

TORONTO WINNIPEG VANCOUVER

ANNUAL FALL NUMBER

MEN'S WEAR REVIEW

Volume XI | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA, SEPTEMBER, 1921 | Number 9

SPUR

ONE OF THE GOOD LOW

ARROW COLLARS

FOR IMMEDIATE TRADE REQUIREMENTS

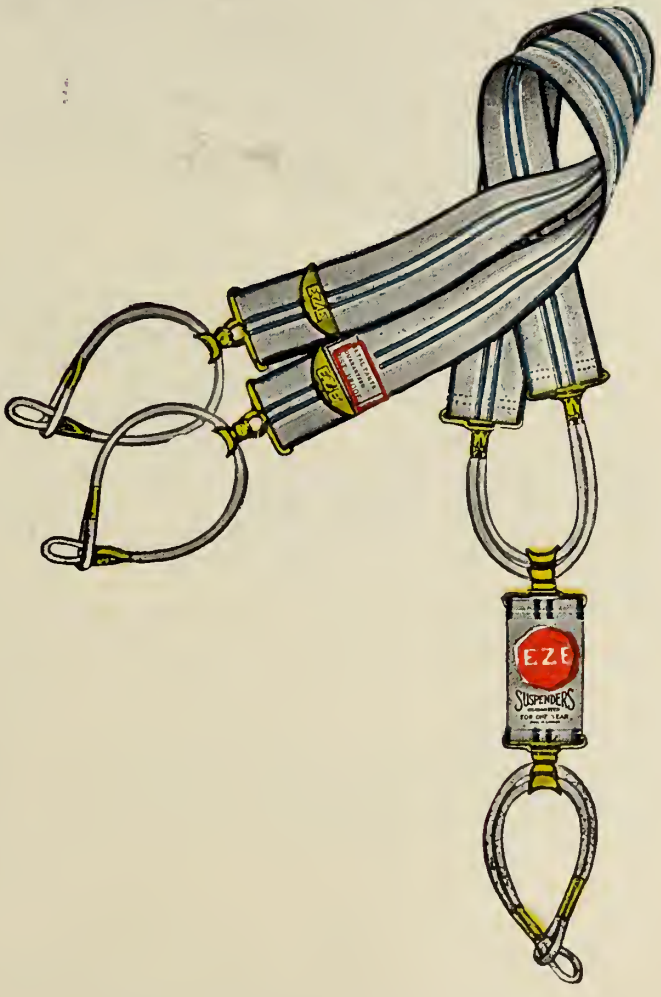
CLUETT, PEABODY & CO. OF CANADA. LIMITED.

KITCHEN'S
KHAKI
OUTING
SHIRTS
FOR COMFORT
AND
DURABILITY
RAILROAD
SIGNAL
UNION
MADE
The Kitchen Overall & Shirt Company, Ltd.
Brantford, Ontario, Canada.

King QUALITY

"EZE"

SUSPENDERS



¶ SOLID BRASS, RUST PROOF METALS
¶ PRE-WAR QUALITY WEB, LIGHT LISLES OR HEAVY TWILLS, WIDE AND NARROW.
¶ SUPERIOR, EASY SLIDING GLAZED CORDS.
¶ NATIONALLY ADVERTISED.
¶ IMMEDIATE DELIVERIES.

MADE IN CANADA BY

THE KING SUSPENDER & NECKWEAR CO.
TORONTO

A Startling Opportunity
for Christmas Sales

This year's HICKOK Christmas Gift Boxes are so attractive that they are startling. We have invested a tremendous amount of money in order to furnish HICKOK retailers, free of cost to them, with the handsomest gift boxes in which belts and buckles have ever been presented. They are new, different, and of a style and finish in keeping with the supreme quality of HICKOK Belts and Buckles.

Never before was the HICKOK Line so extensive—so full of new designs, striking in their attractiveness. And, with HICKOK prices back to, and even lower than, the pre-war level, HICKOK retailers can confidently expect an overwhelming volume of Christmas sales.

If you have never handled the HICKOK Line before, start with a Christmas order. Your first order will be the smallest one you will place. Regular HICKOK retailers need no urging—they know the money-making possibilities of the HICKOK Line. Our salesmen are now on their way to see you. If they should not arrive in time, write us direct.

HICKOK HMC QUALITY

HICKOK Belts & Buckles

The HICKOK MFG. CO., Ltd., 33 Richmond Street W., Toronto, Ont.

Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles

ROCHESTER, N. Y., U. S. A.

"STRAND"
(chemise de luxe)

QUALITY SHIRTS

PUT THE

"TURN"

IN

TURNOVER

We show a very large range of

"RACINE" Working Shirts
"HERO" Fine Shirts
"STRAND" (Chemise de Luxe)
"LIFESAVER" Overalls
"SAMSON" Pants
"RECORD" Sox

---Merchandise of our own manufacture, together with an absolutely full line of general and fancy Furnishings for Men and Boys.

Visit our salesrooms or send for samples.

Alphonse Racine Limited

"Men's Furnishing Specialists"

60-98 ST. PAUL STREET WEST, MONTREAL

FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

SAMPLE ROOMS:

HAILEYBURY, Matabanick Hotel
SYDNEY, N.S., 269 Charlotte Street
OTTAWA, 111 Sparks Street
QUEBEC, Merger Bldg.
TORONTO, 123 Bay Street
SHERBROOKE, 50 Wellington St
SUDBURY, Nickle Range Hotel
RIVIERE DU LOUP, Hotel Anctil
THREE RIVERS, Main Street
CHARLOTTETOWN, P.E.I., Queen and Sydney Sts.
ST. JOHN, N.B., 85 Germain Street

N. B.—A new sample room has been opened at 147 Carling St., London, Ont.

Peck's

"Peck's Clothing Is The Backbone of My Department for Men and Boys"

This statement from a small-city merchant applies in the case of hundreds of retailers throughout Canada.

Peck's Clothing is the logical foundation for a successful clothing business.

Every suit is made of a fabric the quality of which is of the highest. Styles are the latest. Workmanship, even on hidden details, is honest.

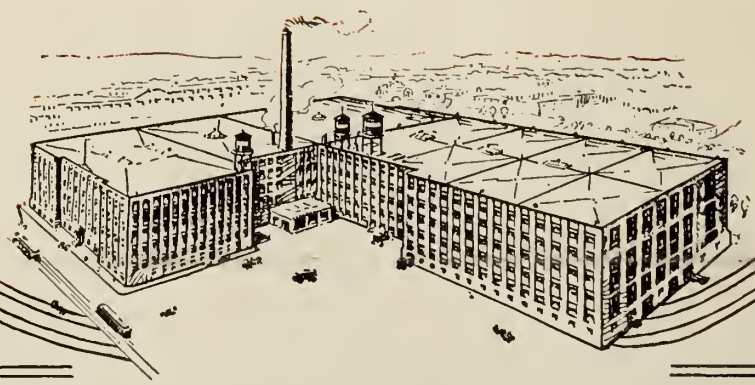
The result is that every purchaser is satisfied—and returns. And every suit sold advertises the store.

Spring samples now being shown.

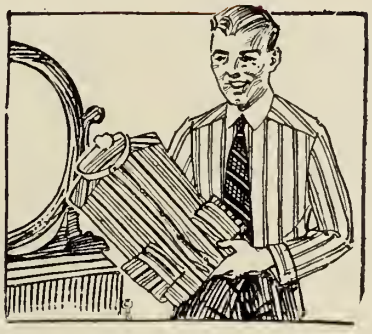
Peck's **Special Orders** Are Put Through **Promptly.**

JOHN W. PECK & COMPANY, LIMITED

MONTREAL WINNIPEG VANCOUVER



Peck's

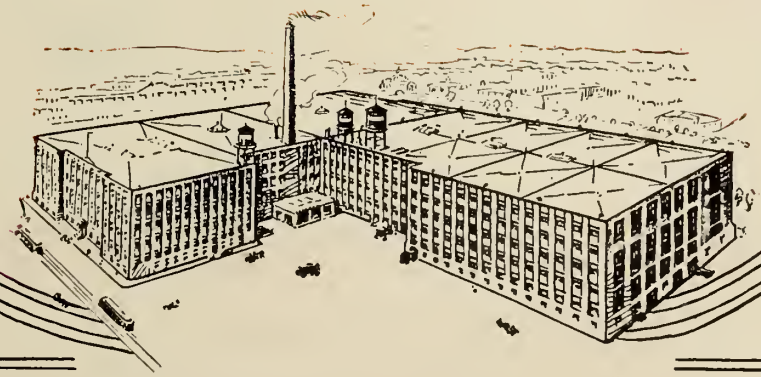


New Things
in
SHIRTS
and
CAPS

One advantage our customers enjoy is certainty of obtaining the latest styles without the risk of acquiring extremes that later have to be sacrificed.

Salesmen now out with Spring Samples.

JOHN W. PECK & COMPANY, LIMITED
MONTREAL WINNIPEG VANCOUVER



To Our Old Customers

Who know C. N. R. Values

Our Travellers will be visiting you with the Latest Spring Styles and Patterns of "PROPER CLOTHES" for MEN AND YOUNG MEN who desire personality and distinction. Our High Standard of Quality and workmanship is consistently maintained and meets the requirements of your most critical customer.

You are well advised to order NOW for SPRING as full a range as possible in the newest models of READY to WEAR "PROPER CLOTHES" for MEN and BOYS.

The reputation achieved by C. N. R. Clothes for Easy Fit, Correct Styles, Expert Tailoring and Finish offers you a great opportunity to extend your business especially in view of the renewed trade activity—Keep up the momentum.

Our RAPID DELIVERY SERVICE greatly assists in securing satisfied customers.

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

Spring
Styles Now Ready

Now is the time to make preparations for your expansion.

C.N.R. Garments enable you to do it.

Let us co-operate with you to increase your sales of

"PROPER CLOTHES"

You are backed by a House with an established reputation for giving the Merchants Really High Grade Garments at rock bottom Prices.

For Men who insist upon Perfection Tailoring and utmost Value.

Inspect our Range of Made-to-Measure Samples.

To Intending New Customers

Gentlemen:—

Even if you are handling clothing that gives a fair return for your outlay and effort, your interests are best served by investigating C. N. R. Propositions and get greater returns.

"PROPER CLOTHES"
FOR THE WELL DRESSED MAN

C. N. R. Made to Individual Measure System will take care of your better trade, providing YOU and Your Client with a valuable asset for progress, our RAPID DELIVERY and SPECIAL ORDER SERVICE enable you to give definite promises and assists quick cash returns.

You are invited to inspect our
"PROPER CLOTHES"
FOR BOYS AND MEN
READY FOR SERVICE in all sizes and fabrics. A wide range for your selection and IMMEDIATE DELIVERY.

There are no better values to be obtained for BOYS' CLOTHES, reinforced in parts that get the roughest wear, the knees, seat, elbows, durable pockets and linings. These offer you a good margin of profit.

They delight the Parents as well as the boys.

Get all further information from our Travellers or direct.

Coppley, Noyes & Randall, Limited
Hamilton, Ontario

1

2

3

KUM-A-PART
UFF BUTTON

Judged by a Committee of the Best

Winner

1. J. L. BAUDRY.....
2. DUCKWORTH & KEELER.....
3. W. A. HOUSTON.....
4. H. W. PARR.....
5. A. PERRAULT.....
6. W. W. ELLIOTT.....
7. J. A. WOOD.....
8. JAS. A. GALLOWAY.....

Space does not permit of publishing a full

Testimonials of

Moose Jaw, Jun. 13, 1921.

"We might say that the display stimulated the sale of 'KUM-A-PARTS' and 'FLEX' quite noticeably."

Robinson MacBean, Ltd.

London, July 18, 1921.

"Sales of 'KUM-A-PART' BUTTONS increased greatly for the week, and SINCE the demand has been satisfactory."

R. Leo. Watson.

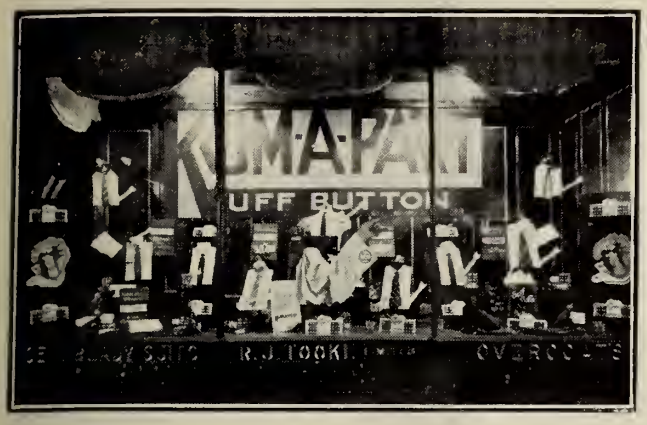
4

Do not fail to see our Kum-a-Part

You can sell one to

If you are not handling this nationally advertised line you are missing sales.

C. H. Westwood Manufacturing Company
LIMITED
108 Wellington Street, West. TORONTO



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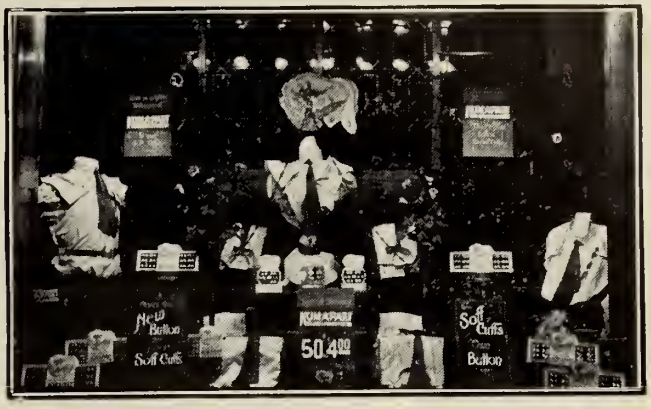


6

PRIZE WINNERS in the recent Window Trimming Contest.

Window Dressers in Canada.

Firm	
Two Macs, Ltd, Ottawa, Ont.	$100.00
Dunfields & Co., Toronto, Ont.	50.00
Semi-Ready Wardrobe, Winnipeg, Man.	50.00
Dunns, Ltd., Saskatoon, Sask.	50.00
R. J. Tooke, Ltd., Montreal, Que.	25.00
E. P. Jenkins & Co., Kingston, Ont.	25.00
J. Broadbent, Brantford, Ont.	25.00
"Taskers," 14 King St. W., Hamilton	25.00

list of winners and photographs in this Con e .

7

Increased Revenue.

Winnipeg, Jun. 14, 1921.

"It was a very attractive display on which I have been several times complimented. Have no hesitation in stating that it greatly increased the sales of your product."

W. A. Houston
for Semi-Ready Co., Ltd.

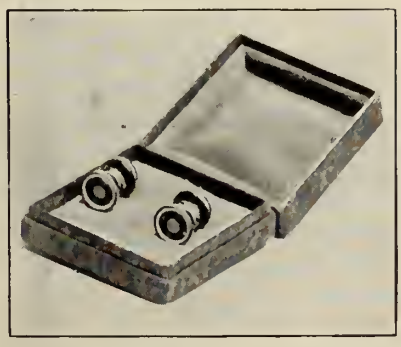
Toronto, Sept. 1921

"The Merchant who stocks KUM-A-PART KUFF BUTTONS has a continuous sale of the BEST BUTTON FOR SOFT CUFFS with a satisfactory Jewelry Profit."

Holiday Line of handsome Gift Boxes.

nearly every customer.

For Birthdays and Holiday Gifts. We stand behind every pair with the Manufacturer's Guarantee.



8

Largest Wholesalers of Jewelry IN CANADA

SUITABLE FOR MEN'S FURNISHING STORES.

ARMOUR CLAD

CLOTHES *for* BOYS

ARMOUR CLAD

CLOTHES FOR BOYS

HAVE YOUR LAD ARMOUR CLAD

PROTECTED AT THE WEAR SPOTS.

ELBOWS, SEAT. AND KNEES DOUBLED

POCKETS REINFORCED

SEAMS RIP-PROOF

TRADE MARK & DESIGN REGISTERED

"Have your Lad ARMOUR CLAD"

Manufactured by

THE FREEDMAN COMPANY

MONTREAL.

HOULDING & COLEMAN LIMITED

THE PRESENT STYLE

NEW KNITTED NECKWEAR.

INSPECT OUR LATEST RANGE OF NECKWEAR FOR FALL. EASY REVENUE PRODUCERS ARE FOUND IN THESE NEW KNITTED EFFECTS IN BIAS STRIPES AND POLKA DOTS. A GREAT VARIETY IN COLOR AND DESIGN READY FOR YOUR IMMEDIATE SELECTION.

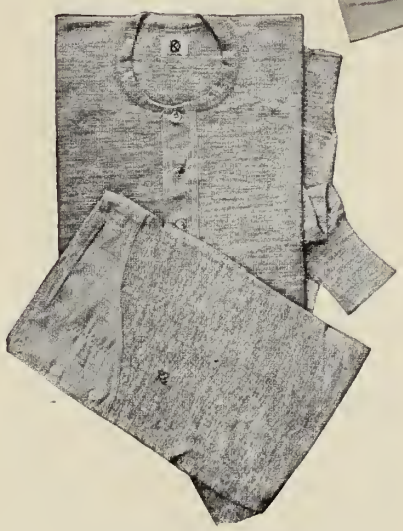
ATTRACTIVE DISPLAY PRODUCES INSTANT SALES.

Houlding & Coleman
Limited
TORONTO

SIX OF OUR

No. 83—Plain White Fleece

No. 82—White Ribbed Fleece



Dufferin—Men's Light Weight Merino

THE wholesale trade is well advised to get in touch with our selling agents for prices and particulars on our fall and winter lines. **All prices are based absolutely on to-day's markets.**

Many of our lines enjoy the largest sale in Canada. The trade and the consumer know their quality, and prices are always reasonable. As a guarantee of a continuance of this policy we have decided to identify our lines to the trade and the consumer. In future, consignments leaving our factories will be stamped with our registered trade mark.

Any retailer who does not handle Dods-Knit Underwear should write to our selling agents, or to us direct, and he will be promptly informed as to where our lines can be secured.

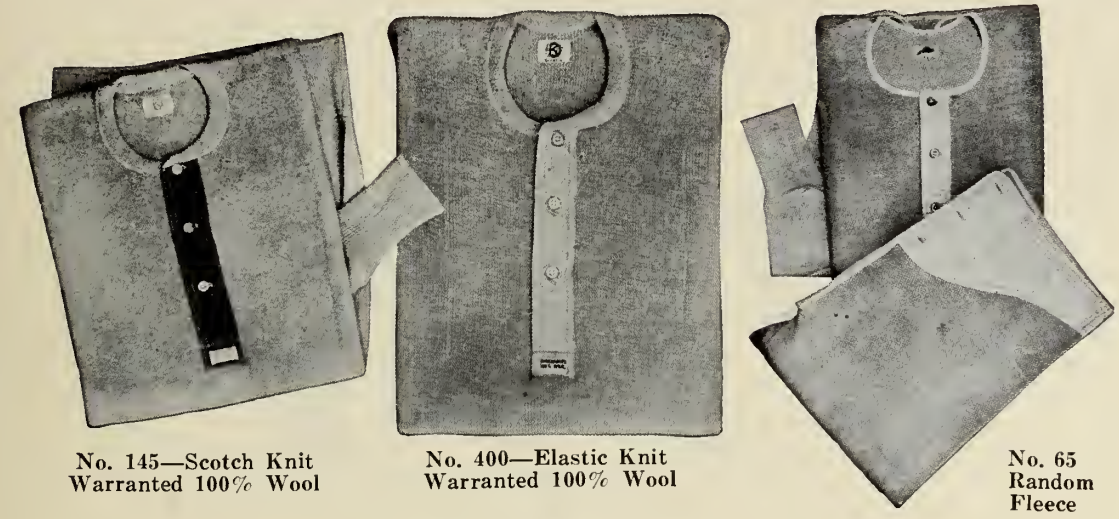
MADE IN CANADA
TRADE MARK
DODS - KNIT

The Dods

Orangeville

Selling Agent:—
Ontario & Western Canada,
R. Reade Davis
Manchester Building, 33 Melinda St.,
Toronto, Ontario

BEST SELLERS



No. 145—Scotch Knit
Warranted 100% Wool

No. 400—Elastic Knit
Warranted 100% Wool

No. 65
Random
Fleece

Dufferin and No. 110 (Merino).

These are two of our best sellers. They are lighter in weight and preferred by business men and all indoor workers. They are made in two piece and combinations for men and boys.

Ladies' Fleece (No. 83).

This is a very fine line of Ladies' Fleece bleached plain white, form fitting, extra well finished seams; two styles of necks can be secured, in two piece and combinations for girls and women.

Ladies' Fleece. (No. 82).

A good selling line in white ribbed fleece bleached white, form fitting, two piece and combinations for girls and women.

No. 145. (Men and Boys).

There is a very big demand for this; men's and boys' very fine all wool (warranted 100%) two piece and combinations; Scotch knit, ribbed tail; very strong, flat seams.

No. 400. (Men Only).

This is good heavyweight warranted one hundred per cent. all wool underwear, for men only. It is elastic knit, in two piece and combinations. It is a well-made garment, the best kind of underwear for outdoor workers.

No. 65. Random Fleece (Men and Boys).

This is a line that appeals to the buyer. An exceptional two-color effect; two piece and combinations. It is the best grade Beaver Fleece and is one of the best selling lines in Canada. Every retailer knows it, and most of them carry it.

Knitting Co., Limited

Ontario

Selling Agent:—

Quebec & Maritime Provinces,
William C. Forster
148 Bleury Street,
Montreal, Que.

Your Label if desired

on all shirts you order.

Here is an opportunity for you to do a High Grade exclusive Shirt Trade, and make your reputation on one line of goods.

For Men and Boys. All sizes ready for immediate delivery.

For Business, School, Holiday and Sport.

Follow the Fashion and Run Shirt Shows

The experience of others has proved that it is a paying proposition for the Merchant to buy for a large display of attractive lines and clear them out in rapid time. Not only does this stimulate your other lines but gets your profits in faster.

Our range of SHIRTS is so large and varied in Fabrics, Design and Color as to provide you with the essentials for a STRIKING and SALE-COMPELLING assortment that will decide you to repeat these Shows.

This is the way to Sell Shirts.

Write us on this subject—A large stock is always ready for immediate delivery. Prices are in your favour.

THE Lang SHIRT

The Line of Unusual Value

The Lang Shirt Co., Limited

Kitchener, Ontario

Niagara Neckwear Novelties

Produced in Canada

Autumn and Holiday Ranges

in

any shape or pattern desired

F105

Correct DERBY for this season

Prices:— 12.00 - 9.00 - 7.50 - 6.00

Made with
MITCHELL "SLIDE EASY" BAND

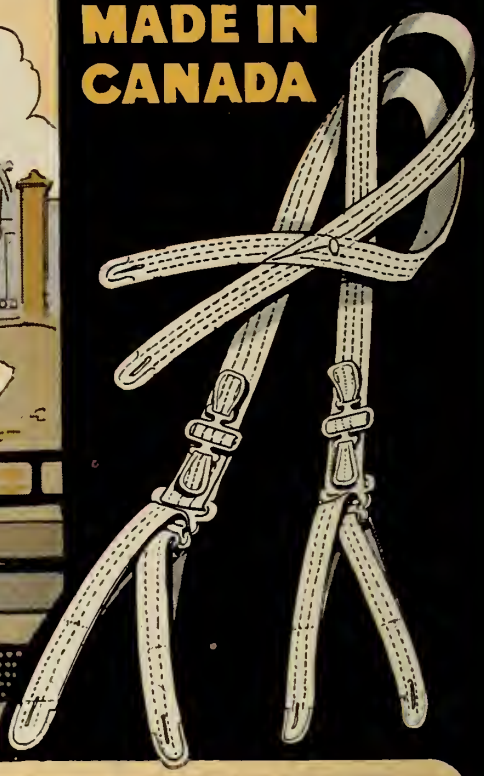
Niagara Neckwear Company, Limited

Niagara Falls, Canada

The Gouin

(French Style) Suspender

NOW MADE IN CANADA



The Gouin. The Height of Refinement in Suspenders now made in Canada and available to the trade at **$7.50** per dozen. Extra quality Materials and Rustless Trimmings. Retails at $1.00 a pair with good margin of profit to the retailer. Beware of inferior imitations. Send a trial order.

Manufactured by

THE KITCHENER SUSPENDER Co LIMITED.

VALUE

in lasting wear, style and service —form the basis of an ever increasing business.

ART CLOTHES
COOK BROS & ALLEN LIMITED

Made to Measure

Represents hundreds of choice woolens from which your customer can make an unstinted selection. Likewise you give him the advantage of choosing his own preferred style, then his order commends the best effort of an organization, experienced in made to measure garments, doing each thing on a quality basis. You can satisfy your most particular customers.

Fall Samples are available now where we are not already represented.

COOK BROS. & ALLEN
Limited

Wholesale Tailors
TORONTO

SUMMER CLOTHING

For next spring you are going to be able to buy our Palm Beach and Mohair Suits at the lowest price at which it will be possible for you to buy any well made summer clothing that would be acceptable to your trade.

And while meeting your price requirements, we have at the same time still further raised our standards of tailoring and designing.

You will find in our suits the snug, well-fitting collar that never draws or pulls away—the flat, smooth shoulders—and

Cohen,

ANNOUNCEMENT

the perfectly joined sleeves.

In our young men's models the high arm hole—the clean, trim waist—the well draped skirt—the splendid lapel and chest effect which you have been accustomed to demand only from the houses that make your better grade of young men's wool suits.

Our aim is to place our customers completely beyond the range of ordinary competition by giving them a far better Palm Beach or Mohair Suit at a very attractive price-

Goldman & Co.

NEW YORK

Is Price IMPORTANT

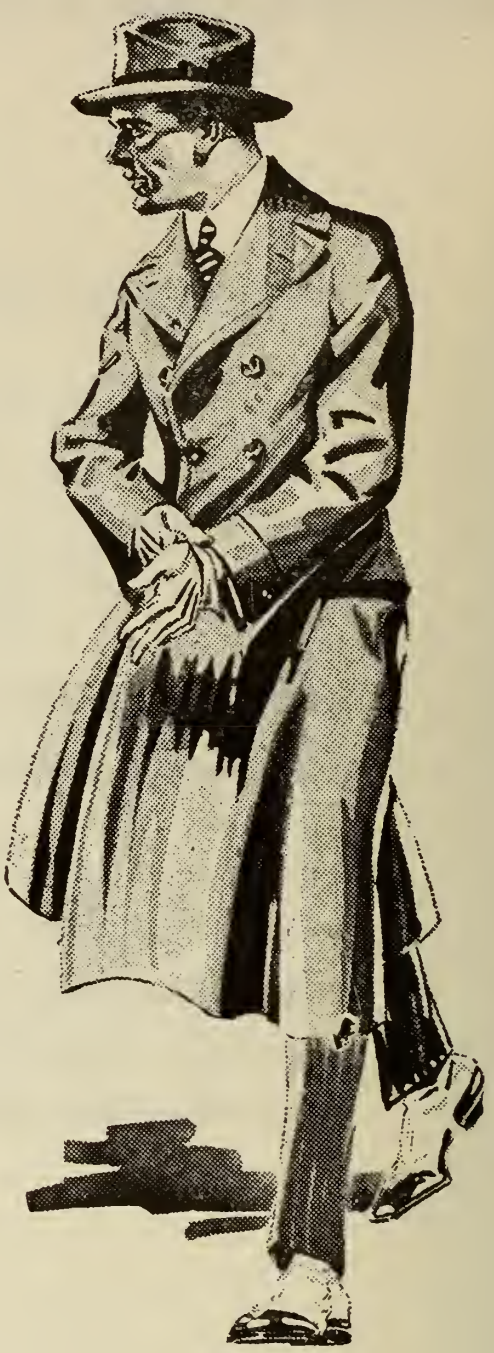
Consistent with Quality?

CROWN CLOTHES for years have been built with one idea in mind—**to Bring the Customer Back.**

Our representatives are now showing choice exclusive OVERCOATS and SUITS that do the "Trick" Every Time.

"Get in Line" and **Crown your Customers** with **CROWN CLOTHES** at **prices** they'll be glad to pay.

A Few Points Yet Open for Special Order Agencies.



CROWN TAILORING CO. LIMITED

533 College Street

Toronto

THE CAREFUL BUYER feels that he is running a grave risk in purchasing any brand of underclothing with which he is not familiar. The scarcity of material has forced so many inferior garments on the market that the wise purchaser has learned to let a trade-mark be his guide,—a trade-mark that has a house with a sound reputation behind it.

The name "Penmans" has been synonymous with quality underwear for so many years that you may, with a feeling of assurance, stock up with these well-known lines, knowing that they will meet with a ready response from your trade.

Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris *Also makers of Hosiery and Sweater Coats* 17

ELK BRAND

Men's and Boys' Suits

Men's, Boys' and Children's Overcoats

The Line for Fall and Winter that is making merchants all over the country sit up and take notice,

VALUE!

That's what's doing it.
We are offering in Elk Brand
Clothes a full measure of Value.
Merchants don't have to look long to see it.

Fashioned of hardy and attractive fabrics, of the very latest design. Elk Brand Clothes are stylish and up-to-date in every essential.

Stocks on hand for Immediate Delivery.

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 Vitre St. West - - - Montreal

And this is what they want—

Your Knit Goods Department offers your customers the most their money can buy in style and comfort, because knitted garments cost less and are more serviceable than many others costing more money. By emphasizing in your selling and advertising the real economy features of knitted garments you can materially increase your knit-goods sales this fall and winter—especially if you are showing the attractive, sales-creating

MONARCH-KNIT

Sweaters and Hosiery

Our travellers will be out in September with Fall sorting lines and a complete range for Spring 1922 of Spring and Summer Sweater Coats, Bathing Suits, Jerseys, Novelty Knitted Lines, and Hosiery.

The Monarch Knitting Company, Limited

Head Office : Dunnville, Ontario

Factories: Dunnville, St. Catharines and St. Thomas, Ont., and Buffalo, N.Y.

Our Profit Sharing Plan

ORDER NOW
and get in on it.

In order to assist you to create a continuously active business we are offering you rock bottom prices for First Class Garments (sharing our profits with you). You are invited to inspect and compare our

READY FOR SERVICE
HIGH GRADE GARMENTS FOR
MEN and YOUNG MEN

whose
personal
appearance
means money

P. B. Garments. Pride of the Wearers Advertisement for you.

Many a good proposition has passed by simply through neglecting the mail.

And be convinced that P-B. Garments are worth far beyond the amounts charged. Analyze them—the trimmings, the hair cloth, the buttons, the stitching, tailoring, FIT, careful measurements to ensure perfect ease, Quality and STYLE.

IMMEDIATE DELIVERIES

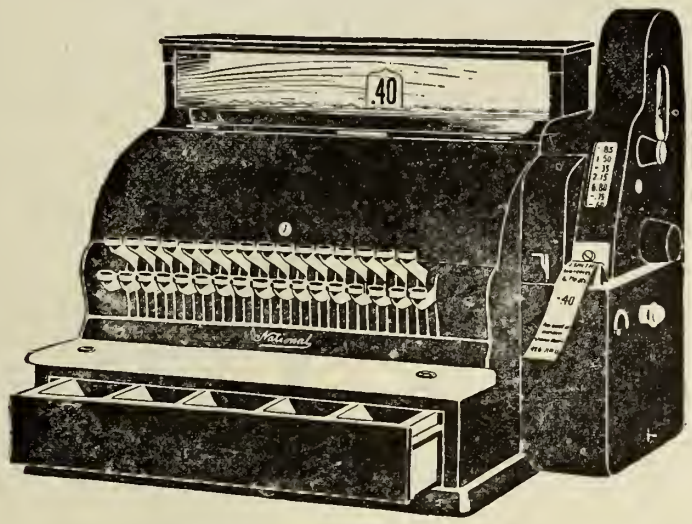
guaranteed. A large range of staples ready for your selection, Blues, Greys, Browns, etc., in Serges and Worsteds Our Travellers are on the road to you, should they be delayed order direct.

All your enquiries promptly answered.

THE PUNCHARD-BIRRELL CO.

549 King Street West, TORONTO.

Another improvement in National Cash Registers. Low-priced receipt printer.



To all merchants:

When you press a key on this register—

(1) It shows the price of the article.

(2) It prints a record for the merchant.

(3) It prints this receipt for the customer. ⟶

(4) It opens the cash drawer.

(5) It adds up the money received for the day.

J. BLANK
214 Main Street
Blankville

-.40

Amount of Purchase Shown Above

05 SEPT 10

Copy of receipt printed for each customer

Now there is a receipt-printing National Cash Register for every line of business.

Old registers bought, sold, repaired, and exchanged.
Easy payments. Liberal allowance for old registers.

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED

Just a reminder

Watch the rapid growth of Clubs and Associations this Winter—you should sell more Evening Clothes than usual.

NOW is the season to investigate as to where you can get the most for your money. Our Agency and Co-operation Plan offers you unlimited possibilities.

TAILORED TO MEASURE
AND
READY FOR SERVICE GARMENTS

TUTT CLOTHING CO.

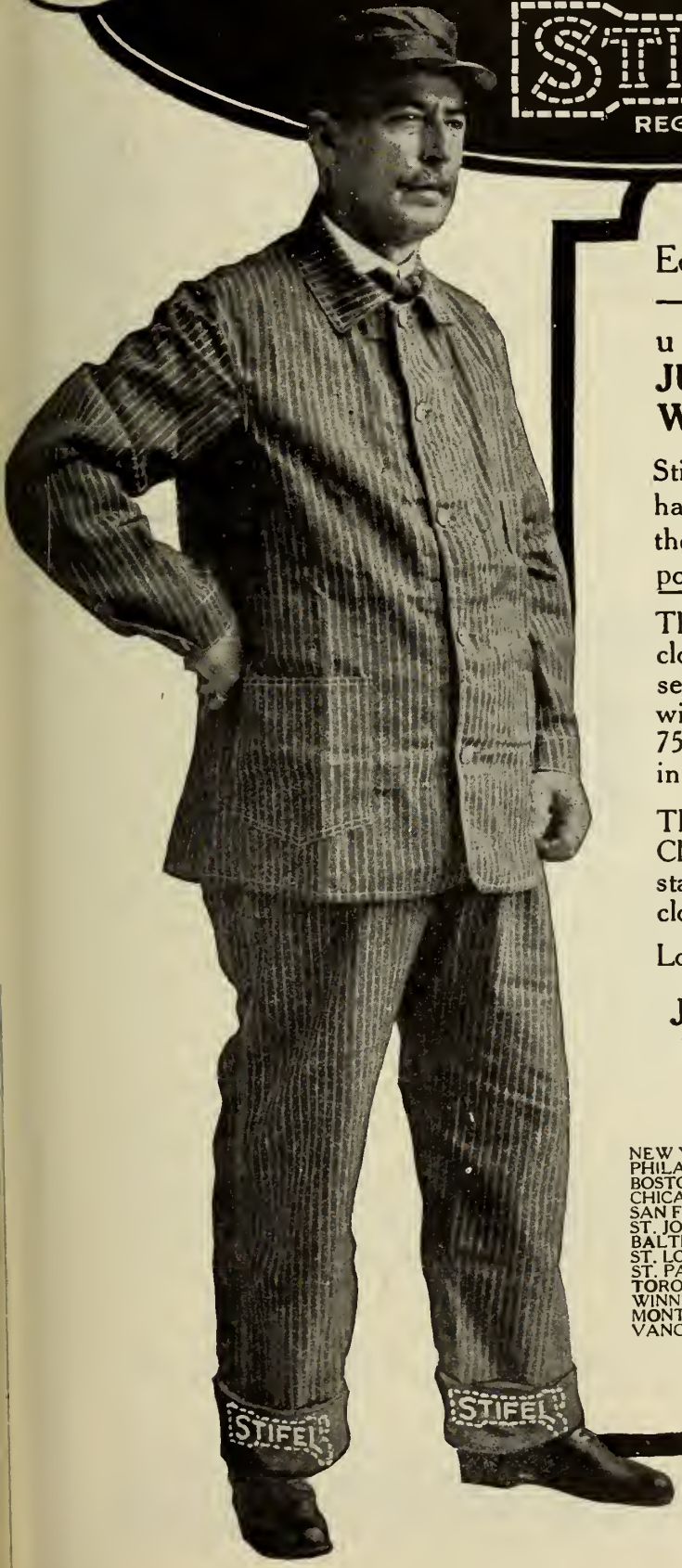
MAKERS OF FINE CLOTHES

WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET EAST.
TORONTO

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED



Equal parts good looks and real quality—that's why Stifel Indigo Cloth makes up into 100% **OVERALLS, JUMPERS, UNIFORMS AND OTHER WORK CLOTHES.**

Stifel Indigo cloth is dyed a beautiful fast blue. It has a tough, strong weave, and is so printed that the white dots of the stripes and other patterns positively will not break.

The manufacturer who makes overalls and work-clothes of Stifel Indigo Cloth, and the dealer who sells overalls and work clothes of Stifel Indigo Cloth, will find Stifel Indigo reputation (standard for over 75 years) and Stifel Indigo advertising, big factors in making sales.

The genuine Stifel Indigo Cloth has this trademark stamped on the back of the cloth.

STIFEL REGISTERED

Look for it!

J. L. STIFEL & SONS
Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK	260 Church St.
PHILADELPHIA	1033 Chestnut St.
BOSTON	31 Bedford St
CHICAGO	223 W. Jackson Blvd.
SAN FRANCISCO	Postal Telegraph Bldg.
ST. JOSEPH, MO.	Saxton Bank Bldg.
BALTIMORE	123 Market Place
ST. LOUIS	604 Star Bldg.
ST. PAUL	238 Endicott Bldg.
TORONTO	14 Manchester Bldg.
WINNIPEG	400 Hammond Bldg.
MONTREAL	Room 508 Read Bldg.
VANCOUVER	506 Mercantile Bldg.

Write for Samples of Royal Prints—for Stylish House and Street Frocks.

YES!

Summer's about over and the wiseacres prophesy an early fall and cold weather—

Be Prepared

Make your windows distinctive and attractive by displaying Turnbull's

"CEETEE"

THE PURE WOOL UNDERCLOTHING THAT WILL NOT SHRINK

"The Woollen Underwear without the itch."

Turnbull's

Ladies' & Children's ribbed underwear. The standard for over 60 years.

Be sure you are supplied.

You know only the best stores sell Ceetee —it is the sign of high class merchants— Our National Advertising Campaign will be broader than ever this fall—link your store up with it—use the expensive show cards, etc., that we sent you and let's all boost for *better business*.

The C. Turnbull Co. Limited, Galt, Ont.

IT IS NOW

While business is active that Merchants should investigate new propositions representing greater returns. Write us.

If your clientele insist upon faultlessly tailored apparel of Fashion, LEISHMAN'S Garments designed to Individual instructions offer both yourself and client the most valuable investment.

ACT NOW-- Take full advantage of moving trade, inspect the Garments, see the Suitings and Overcoats for Fall, and realize the value of our backing.

LEISHMAN'S Ready to Wear Garments will add to your prestige.

Your Business solicited.

Wm. H. Leishman & Co.,

Limited

192 Spadina Avenue - Toronto, Ontario.

Makers of the Best Tailored Garments for Men

Hanson Socks

THE ORIGINAL

Imitated for years but never Equalled.

This Trademark

Stamped on every pair

Absolutely Uniform

in Quality of Materials and Workmanship

Examine several pairs of HANSON SOCKS closely. The truth of our statement of absolute uniformity will be readily apparent.

HANSON SOCKS are made to conform with a rigidly enforced standard. The result of this policy has been to make HANSON SOCKS known and sold from coast to coast as the best obtainable in HEAVY PURE WOOL SOCKS.

If you have not ordered your full supply of HANSONS for fall and winter, we would advise that you do so immediately to make sure of reasonably early delivery.

Forty-three years of Pure Wool Sock Making.

Sales Agents

M. R. McARTHUR
Birks Bldg., Vancouver.

ARCHIBALD & McDOUGALL
Winnipeg, Man.

WHELPLY & CO.
Bay Street, Toronto.

J. CARSON
10 Victoria St., Montreal.

J. SEARLE & CO.
Herald Bldg., Montreal.

Geo. E. Hanson

Hull, P. Q.

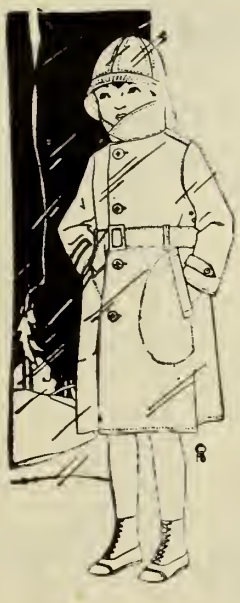
Provide for the Rainy Day!

The Rainy Day is bound to come.
Provide for it by stocking

Schwartzman Bros.

Gabardine Coats

for Men, Women and Boys.



Satisfaction is guaranteed with every Schwartzman Bros. garment. A satisfied customer is a friendly customer. Make friends of your customers and the Rainy Day will have no dread for you.

Schwartzman Bros. Gabardine Selling points are:

1. Economy of Cost.
2. Quality unsurpassed. Every Coat is made from the best English materials, every yard bearing the Cravenette stamp.
3. Eminently attractive.
4. Extremely serviceable.

We are the only and exclusive Gabardine Coat Manufacturers in Canada.
Let us supply your customers.

Schwartzman Bros.

Dubrule Bldg., Phillips Place
MONTREAL

Thro' thick and thin---

At all times, season after season, we have never failed to advertise

The BROCK Hat
MADE IN BROCKVILLE, CANADA.

to your c ustomers.

THIS Fall our Brock advertising will be run in quarter page space in all the leading dailies from Halifax to Vancouver.

FEATURE the Brock both in window and store advertising to get the full value of our campaign.

Colors Guaranteed

THE WOLTHAUSEN HAT CORP., Limited

Head Office and Factory: BROCKVILLE, ONT.

Salesrooms:

MONTREAL, Mappin & Webb Bldg.
TORONTO, Cosgrave Bldg.
VANCOUVER, 315 Bower Block
WINNIPEG, 228 Curry Block

The House that stands behind you with Service

There's Security in

Campbell's Clothing

Made - To - Measure

Quality

No Dead Stock, No Expense for Insurance and Interest, No Bad Debts.

We work to achieve one thing only—High Quality, at moderate prices, ensuring satisfaction.

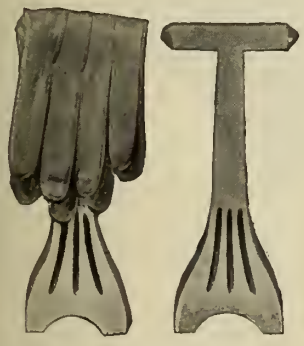
We still have a few openings for agencies. If you are interested, write us at once.

The Campbell Manufacturing Co.
LIMITED
MONTREAL

Prepare Now—

For your FALL and WINTER Trade. You have ideas on striking Displays. A few more Wax Figures and additional Fittings and Fixtures will shortly be required. Get prices on them NOW.

Window and counter stands are artistically designed, and finished in Gold. No danger of your stock falling over, strong supports and durable joints. They are a decoration in themselves. Do not overlook the central idea—Taste and Beauty in display compels desire for possession.



Finished in Rich Gold with Black Relief.

See our Wax Forms, of MEN and BOYS that do not melt, but preserve their lifelike appearance for all time. Write for our New Catalogue of these and Window and Counter Display appliances. If you have New Ideas let us put them into practice.

Dale Wax Figure Company, Limited
86 YORK STREET, TORONTO, ONT.

Agents: P. R. Munro, 259 Bleury St., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Blk., Winnipeg.

Our Prices and Stock especially calculated to increase Your Fall Returns

CRAVATS;—	Foulards	
We offer you	The Newest Shape and Special Price.	$7.00
the latest	Blue Cord Silk with White Stripe. Special	$7.50
	Black, Cord Silk with White Stripe. Special	

REMEMBER

our Silks are all new, bought at New Prices, and will be sold at figures that enable you to realize splendid profits.

DO NOT FAIL to see our range of JASPARS, and the New TWO-CLIP BOW TIE.
Special attention given to MAIL ORDERS.

THE

Satisfaction **Artcraft** Guaranteed

CRAVAT Co.

Manufacturers of *Mens High Grade Neckwear*

124 RICHMOND ST TORONTO

Continuous Chain of Service

**Prompt Deliveries.
Considerate Accounting.
Immediate attention
and co-operation in
your aims to sell more
OXFORD SUITS.**

This means greater efficiency and more profits to you.

Our Garments

MADE TO MEASURE
or
READY FINISHED

You will find they meet and satisfy the closest scrutiny. Tailored by Experts, the fronts remain firm for all time, accuracy is noticed in the stitching on cuffs, seams, lapels. The buttons are firmly sewed. No dragging under arms, and sleeves roomy. They are beyond criticism for MEN, YOUNG MEN and BOYS who insist on smart attire.

Order Now For Fall

Write for a Traveller to call with Prices and Models.

Style and Perfiect Tairlong at Exceptionally Low Prices

THE
OXFORD
Clothing Co., Ltd.
King and Spadina Ave., TORONTO

Fashion Boys Clothing Co
Caps To Match
ORIGINATORS

Time to think of your Fall and Winter Needs!

Fashion Boys' Overcoats

Are being presented to the trade with the assurance that they are the best their makers could make them.

Quality Merchandise, reasonably Priced, continues to have the call.

Tie up to the sure-selling line we are offering and your profits are made secure.

Fashion Boys' Overcoats are honestly, carefully and substantially made of fine materials, in sane, sturdy, staple models that real boys choose to wear.

It is a line constructed with an eye to your repeat sales.

Are you open to conviction?

FASHION BOYS' CLOTHING CO

149 Notre Dame Street, W. - Montreal, Que.

"FOUNTAIN BRAND" PURE IRISH LINEN THREADS

"FOUNTAIN BRAND"

Manufactured by
The Island Spinning Co., Ltd.
Lisburn, Ireland

Have stood the test of years and established a reputation for being "second to none" for evenness, strength and durability.
Best for every need.
Write, wire or phone for samples and prices.

Walter Williams & Co., Ltd.

MONTREAL TORONTO QUEBEC
508 Read Building 20 Wellington St. W. 533 St. Valier St.
VANCOUVER, 217 Crown Building.

The
Two-Clip Batwing Bow
FOR SOFT AND STARCHED COLLARS

Indestructible, Easy to adjust, Easy to take off. A most rapid seller. Send for Guaranteed Sample Dozen $4.10 net.

DIRECTIONS—Press upper spring and attach to left side of collar, then press lower spring and attach to right side of collar.
Note—Clips are Gold Plated.

Our Fall Range of Men's Neckwear
is now complete at exceptionally low prices,

Arrow Neckwear Co., Ltd.
1184-1188 Queen St. West, TORONTO.

THE LION BRACE

For your husky vigorous customer who wants a STRONG and RELIABLE Suspender that is Real Value for money. Made in the Highest Grade Webbing and Leather—GUARANTEED UNBREAKABLE and offers you a good margin.

THE NATIONAL BRACE

By featuring this you can make remarkable sales. It is light in weight, attra tive in appearance and its fine finish and pleasing patterns make it a ready seller.
DAINTILY BOXED for GIFTS.
Our lines in ARMBANDS, and GARTERS merit your inspection. They don't stay on shelves. They appeal strongly to the gift pur_haser.

Order - Display - Collect Profits - Order some more.

National Suspender Co.
Limited
78 York Street, TORONTO

The DEACON FLANNEL SHIRT LINE

For Fall and Winter is now ready

No. 72	Heavy Khaki Tweed, Nap Back	$15.00	doz.
No. 76	Heavy Grey Flannel	19.50	doz.
No. 93	Military Flannel	27.00	doz.
No. 101	Cotton Military Flannel	15.00	doz.
No. 208	Indigo Blue Railroad, col. sep.	19.50	doz.
No. 23	Blue Chambray, col. attached	10.50	doz.

We offer for spot delivery the above SPECIALS

They are specially made for Fall and Winter wear, and on account of delayed buying there is bound to be a big demand for above lines. They are cut full size, shaped shoulders, with double stitched seams. They are guaranteed in every respect. Full range of sizes in stock, 14 to 17.

Mail us your order or request for samples.
Money back if not satisfied.

The Deacon Shirt Co.
Belleville Ontario

"See him Smiling!"

You will be gratified with the smile of satisfaction that appears every time a boy buys

LION BRAND
Boys' Suits and Bloomers

That's the smile that brings him back to you for the next suit. That's the good will that makes permanent customers of the boys—and their parents.

LION BRAND BOYS' SUITS and BLOOMERS have the appearance that makes a boy proud of them. They have the lasting sturdiness that spells WEAR and makes the parents feel that they are making their dollars go the limit in value.

You can beat price competition by Quality Goods.

LION BRAND BOYS' CLOTHING

THE JACKSON MFG. CO., LTD. CLINTON, ONT.

Factories at CLINTON, EXETER, GODERICH and HENSALL

Bank on THE BOYS when placing your Fall Sortings. They run at top speed if all else is as dull as ditch water.

You haven't got any more keenly discriminating groups of customers than you find in the young sportsmen of the schools and colleges—especially in the selecting of their sporting outfit. They now know all about and set a high value on the

NORTHLAND

Knit - on - Neck SWEATER

You cannot more profitably freshen up your fall stock than with a choice sorting of NORTHLAND Knitted goods—men's Sweater Coats, Ladies' Tuxedos and especially the immensely popular, easy, **Knit-on-neck pull-over**, that is in happy contrast to the old style cotton-sewn neck still used in cheap knitted goods.
This fact and the unmistakable quality and style of the "Northland" goods have made them as familiar a favorite of the boys as anything in the world of sport.

The Knit-on-neck features the entire range of our sweater line.
Boys' Pure Worsted — Sizes 30-34 No. 109 in Maroon & Lemon—Black & Lemon—Purple & Gold—Royal & Cardinal.
Boys' Heavy Rib Cotton Back—Sizes 28-34 No. 111 in Navy & Gold—Royal & Maise.

School and Club Colors Made to Order on short notice

Our prices facilitate buying everywhere and we give every dealer an unqualified guarantee with every purchase.

Northland Knitting Company, Limited, Winnipeg

Manufacturers of Northland Brand Gloves, Mitts, Sweaters and Moccasins.

Right Here

in this announcement is the object of your search.

VALUES that will make trade move faster — better profits than you have been getting.

HIGH STANDARD GARMENTS at exceptionally low figures. Style, Quality of Materials and Trimmings, Expert Finish. Such values that enable you to create an unusual demand.

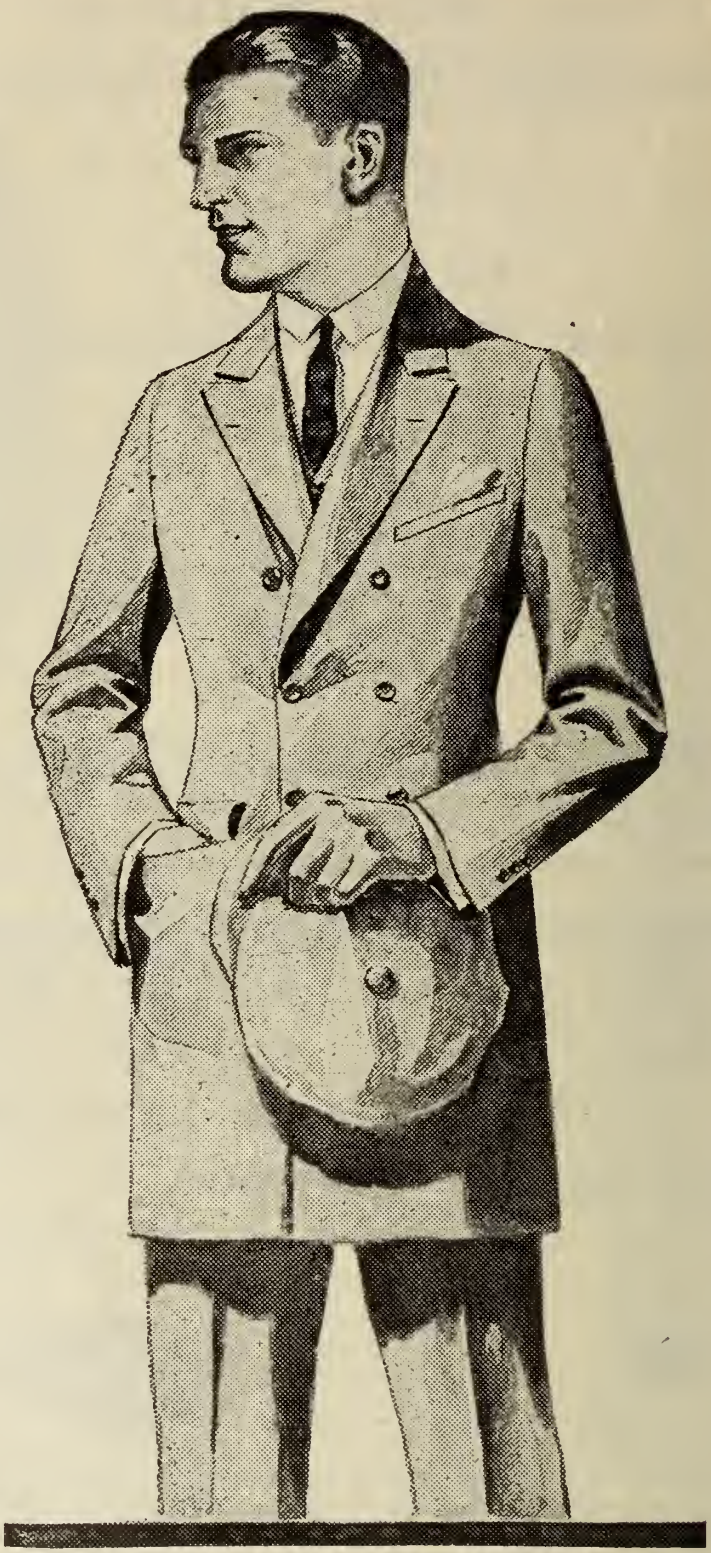
Inspect, Compare, Analyze,

and order NOW for an active Fall and Winter business.

Our travellers are on the road to you with the latest FALL Styles in OVERCOATS
and

MEN'S and YOUNG MEN'S READY TAILORED SUITS

that will secure you a reputation for Smart Apparel at reasonable prices.



THE EMPIRE CLOTHING MFG. CO.

156 to 160 John St. TORONTO.

The House that co-operates, supports and gives Fast Service.

HEADQUARTERS FOR HOCKEY

Knickers
Sweaters
Toques & Stockings

THE MOYER line of Hockey Clothing will help you to get and hold the reputation for leadership in Athletic attire. Put in a window display of MOYER styles this Fall, and announce that you can supply School and Club Sweaters and Toques in any color combinations. That's the way to attract the Hockey fraternity of *your* locality to *your* store. We can give you speedy delivery of these special orders. Prompt and careful attention is assured — and MOYER PRICES ARE RIGHT.

Gym Jerseys & Knickers
Girls' Middies & Bloomers

We manufacture an extensive assortment of Gym Clothing with a complete range of standard sizes in each of our smart styles. Just what your customers want—attractive style combined with easy fit and excellent wearing qualities. Mail us your orders for anything in this line. Our prices allow you a liberal profit.

THE *Moyer* LINE

Boy Scout Uniforms
Baseball Uniforms
Hockey Suits
Soccer Suits
Rugby Suits
Gym Suits
Toboggan Cushions

Butchers' Coats and Aprons
Abattoir Clothing
Restaurant Clothing
Factory Uniforms
Hospital Clothing
Operating Gowns
Dental Coats
Barbers' Coats
Lustre Office Coats
Outing Hats

Write For New Fall and Winter Catologue

Don't Place Your Order For
BASEBALL UNIFORMS

until you see our splendid range of these goods. An excellent variety of new patterns and standard favorites. The design, cut and tailoring of our Uniforms has set a new high water mark of excellence for the Professional as well as the Amateur Baseball Team. Our styles make for quick, easy sales and thoroughly satisfied customers—our prices get you the business and allow a handsome profit.

ORDER MOYER FOOTBALL TOGS NOW

A. W. Moyer & Company

Manufacturers To The Trade Only

124 King St. W. TORONTO.

Sells Steadily

EVERY time you sell an Atlantic garment you can meet the purchaser's demand for a moderate-priced suit that will give excellent wear with absolute comfort.

Sold in a large range of different weights and qualities.

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears

ATLANTIC UNDERWEAR LIMITED
MONCTON - - N.B. 33

E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

This Barriecloth Ulster

will secure additional sales through recommendations.

If not already a customer send a Trial Order and put it to the test.

The Reasons

Made of BARRIECLOTH of which we are the Sole Manufacturers — in four shades of cloth—well tailored and cut to Up-To-Date Styles.

It is supplied with four different types of lining :—
(1) Venetian.
(2) Venetian and Jersey Wool combined.
(3 and 4) Either of the above with Rubber Interlining in body of waist and in the sleeves.

Allowing choice for customer who may desire the lighter weight coat for walking or the heavier wind proof coat especially adapted for driving.

Sizes 36 to 46.
Price $22.00 to $25.00.

WB Barriecloth WEARS BEST REG'D
THE ROBE & CLOTHING CO. LIMITED
KITCHENER, ONT.

Samples of Barriecloth in Heather, Green, Blue and Grey with full particulars of Ulster sent on request.

Your customers will be looking for such a Coat as this for the Early and Severe Winter, now generally predicted.

The Robe & Clothing Co., Ltd.

Kitchener - Ontario

Prepare for Early Fall Rush

Excellent crops and conditions generally point decidedly to an early demand for fall and winter merchandise to such an extent that manufacturers and wholesalers are anticipating not being able to supply the demand.

Our stock of men's and boys' caps is complete—fancy tweeds and mixtures, as well as plain colors. Both fall and winter styles made up in our Fit-U adjustable cap, as well as regular size models.

All Ready for Return-Express Shipments

PRICES: Boys' $7.50, $9.00, $10.50, $12.00
Men's $9.00 to $21.00

Write or wire your requirements—satisfaction guaranteed.

Tip-Top Cap Co. Greene-Swift Limited London, Ont.

LACE GOODS CO. LIMITED

How is Your Handkerchief Stock?
Sort up Now for Fall and Christmas Trade.

We are placing before the trade a complete range in Handkerchiefs for Men and Boys. Give us the opportunity of showing you this immense variety in LINEN, CAMBRIC and COLORED BORDERS. Our prices will attract you.

Get our QUOTATIONS on Men's LINEN and LAWN INITIALS. All boxed in Quarter and Half Dozens

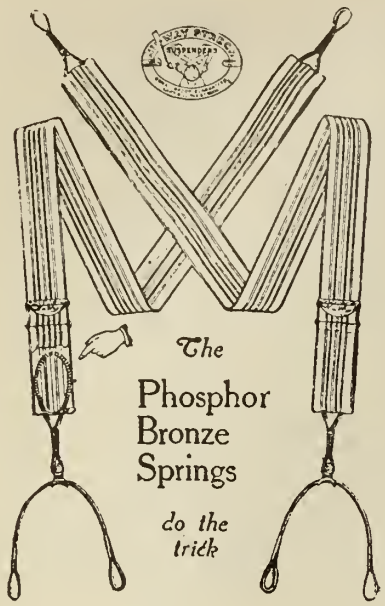
If you stock any LADIES' LINES for CHRISTMAS SELLING, we have the most attractive range to be found in the trade, put up in great variety of fancy folds in ¼ or ½ dozen to a box.

Values absolutely right. Write and our traveller will call, or we will send you a small assortment on approval.

"The Handkerchief House of Canada"

LACE GOODS CO. LIMITED

79 WELLINGTON ST. WEST, TORONTO



Offer the Suspender

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Many Selling Points

Made in Canada

No RUBBER to spoil or die on your shelves.

More comfort, More Wear, More Stretch.

Do not pull off buttons, guaranteed against all defects.

Beware of imitations, thoroughly protected by patents.

Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

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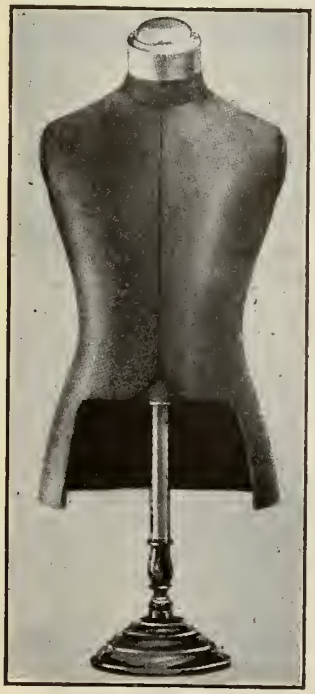
WINDOW EFFICIENCY



is promoted by taste, originality and the correctness of the accessories used.

Send Us Your Fixture Order

We have everything that will help you sell more merchandise through your windows - Latest Model Men's and Boys' Coat and Suit forms; Metal and Wood Display Stands for Clothing, Haberdashery, Shoes, Hats, etc.

Quality of the Best.
Prices Moderate.

Send for our Latest Catalogue.

No. 2014-A

Delfosse & Co.

Largest Makers of Fixtures in Canada

Cor. Craig & Hermine Sts. Montreal

Retail Clothing Shop Manager

One of the largest chains of retail men's clothing shops in the country has a vacancy for a thoroughly experienced, wide-awake man to fill responsible, managerial position carrying a very substantal remuneraton. Only men of the biggest calibre with successful records behind them, who feel absolutely confid nt of their abilities, need apply. Applications must contain full particulars, and will be treated in entire confidence. Box 501, Men's Wear Review, 143-153 University Ave., Toronto.

When Writing to Advertisers Kindly Mention This Paper

THE Shuttleworth STRAW HAT

Correct Styles for 1922

Men's Sennet, Fancy and Split Boaters made on the egg-shaped oval, light weight with moderately wide bands and attractive trimmings.

We are also showing Children's Hats in Jack Tars and Rah-Rahs, and Panamas, Penits and Mexican Hats.

OUR HATS ARE BEING SHOWN BY:

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D. Fred Morgan, Mappin Bldg., Montreal.
H. P. Davey, Vancouver, B. C., 315 Bower Bldg.
R. H. Turnbull, Paris, Ont.
J. W. Zink, Moncton, N.B. and at the Factory.
H. P. Davey, Winnipeg, Man. 228 Curry Block.

J. R. SHUTTLEWORTH & SONS, LTD.

Manufacturers to the Retail Trade LONDON, CANADA

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Garters of the Satisfaction-Giving kind.

No. G.P. 22.
Regd. No 205436.

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the —— trade. ——

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES are noted for their -:- QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

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Is a Process—
Not a Cloth

The word "CRAVENETTE" does *not* mean a particular weave, pattern or color of cloth.

The word "CRAVENETTE" is applied to any cloth which has been rendered showerproof by the "CRAVENETTE" REGD. PROCESS.

Gabardines, Imperials, Tweeds, Coverts and other fabrics are "Cravenette" Regd. Cloths just as are Whipcords and Homespuns.

Whether you sell "Cravenette" Regd. Coats at retail, or manufacture the cloth into coats, make sure that the Registered Trademark is on every yard of cloth or in the garments.

The hall-mark of excellence in the textile world.

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BRADFORD DYERS' ASSOCIATION, LTD

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ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C2

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"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

A Twenty-Thousand-Dollar Financial Expert

There are few men who could afford to have a personal financial expert to assist them in making the right kind of investments—the safe, sound investments that can be passed on as a profitable legacy.

And still fewer could afford to employ an expert who demanded a fee of $20,000 a year. But this is exactly what you have at your disposal, almost at your elbow, in the Investors' Enquiry Service of The Financial Post.

Readers of the Financial Post, through this service, can have the securities they are considering thoroughly investigated before spending a single cent. Men skilled in getting at the hidden factors behind investments dig for the bed-rock facts that determine the value of stocks and bonds. Often securities many think are valuable are found to be unpromising, sometimes mere scraps of paper when certain underlying information is uncovered.

It costs nothing to be sure. It may cost much—perhaps all your hard-earned savings—to be sorry.

Readers of Financial Post are saved all this guess-work—this investing in the dark.

Whether you invest thousands or hundreds, it will pay you to use this splendid service—free to all subscribers who must use it.

The Financial Post comes to you for one year—fifty-two issues—on receipt of $5.00. Just attach a Cheque to this advertisement.

THE FINANCIAL POST

143-153 University Ave. - TORONTO, CANADA

Hollins DAY & NIGHT WEAR

The Mark of Fine Merchandise

"Viyella" [Reg'd]

"Aza" [Reg'd]

"Clydella" [Reg'd]

Unshrinkable Flannels

—are durable, light, soft, washable and—let us repeat—unshrinkable.

They are superior flannels classed among the accepted materials for making garments of all kinds.

These are the points always emphasized in our consumer advertising. We suggest that you take advantage of this publicity by featuring Viyella in your windows at intervals during the Fall and Winter Season.

WM. HOLLINS & CO., LTD.
(of England)
62 Front Street W., Toronto
45 E. 17th Street, New York.

JONES STORE FIXTURES

A NEW WAY STORE

We are Sole manufacturers in Canada of the New Way Interchangeable Units for Men's Wear Stores.

Do not be deceived by imitators.

Send for Catalogues

JONES BROS. & CO. LIMITED

29-31 ADELAIDE STREET WEST

TORONTO

THE CURTAIN GOES UP IN THE NEXT ISSUE

Boys' Clothes at their Best

Avenue Brand Clothes

Made to Stand the Racket

Our Travellers will soon be on the road with our New Range for **Spring** and **Immediate** Delivery of **"Avenue Brand"** and **"Double Wear" Clothes** for **Boys.**

New Models and New Cloths in newest patterns will feature this line, and remarkably low prices will prevail throughout the range.

SPECIAL NOTICE

For this season we have added a splendid new selling feature to our range under the name of **"Double Wear" Clothes** for Boys. **"Double Wear"** means exactly what it says. **"Double Wear"** models will have double Seats, Elbows, Knees and Pockets, and also double stitched tape seams doubling their life and making it quite unnecessary for Merchants ordering suits with two pairs of pants.

"Double Wear" Suits can be had for slight extra cost.

Wait and see the **New Spring Range** of **"Avenue Brand"** and **"Double Wear" Clothes** before placing your order.

THE W. J. KEENS COMPANY LIMITED

WHOLESALE CLOTHIERS

TORONTO

Men's Wear Review

Vol XI. TORONTO, SEPTEMBER, 1921 No. 9

Showing What the 1921 Dollar Can Do

Fall of 1921 Will Be a Good Time to Show That the Dollar Can Be Made to Work Harder Than in 1920—The Use of the Window in Illustrating the Price Argument—Comparative Values Not Comparative Prices—A Co-operative Effort.

METHODS of driving home the price argument in fall merchandising are quite as important as the knowledge that the price argument is to be an outstanding factor of business. It is useless to admit a principle unless some effort is made to put it into effective practice. If people are looking for good merchandise at prices which show a considerable recession from those of a year ago, something more should be done than merely telling them so in cold black and white print. It is better to bring the truth right before their very eyes. Impressions that are conveyed through the eyes are more lasting and more effective in bringing about results than any other impressions. Hence, the popularity of the moving picture. They stimulate the imagination, they exert an influence, they leave an impression in a way that far surpasses every other method. They also stimulate desire and attract attention. Every merchant has the same opportunity as the moving picture in bringing home a message by leaving an impression, stimulating a desire, working an influence through mediums that are open to his merchandising plan.

Window Displays

Conditions have never offered better or bigger opportunities for effective and original window display work than they offer this fall. The window should be made to play a big part in fall merchandising. And the price arugment should be used in every window where it is possible to do so. People will be looking for fall openings with a new idea in the back of their heads—How are prices going to be this fall? How are they going to compare with a year ago? How do they compare with pre-war? It seems to us that no effort should be spared to answer this important question through the medium of window display work.

Comparative Values

We say "comparative values", not "comparative prices", that is, it occurs to us that the use of comparative prices in the ordinary acceptation of that phrase is still inadvisable. As a matter of fact, it seems to us that the wisest time to use comparative prices is only during a sale. We would not suggest that it will be wise to use showcards stating that such-and-such an article was so much and is now so much. That is the use of comparative prices.

Comparative values is quite another phase of the question. Merchants know that better values are being given in merchandise today than were given a year ago. Workmanship has reached a more efficient standard, better materials are being used, the whole tone of merchandise is better, and a new pride can be taken in displaying and advertising values. By comparative values we mean the practical demonstration to the consumer that his dollar will go considerably farther in the fall of 1921 than it went in 1920. That is, after all, what the consumer wants to have demonstrated to him; he wants to feel that his dollar can do better work for him than it did the previous year because he may, on the one hand, have fewer of them; or, on the other, general economic conditions may be forcing him into retrenchment. He will require many necessaries of life, but he wants them at the least possible price.

How To Demonstrate

As time goes on new methods of bringing this argument home to the pocket book of the consumer will emerge. It occurs to us, however that many displays might be arranged, having back of them the one big idea that values are better than a year ago. How can this be shown? In the department store it could be shown in many ways and with many lines of goods. Take, for instance, $50. or $100. as a given amount that the consumer may wish to spend. Perhaps there might be a dozen articles (included in the necessaries of life) that could be purchased with that $50 or that $100 in the fall of 1920. Make a display of them in the window or in one section of a window. In another section of the window or in another window altogether display the same dozen or so articles, adding to them a number of others that could be purchased with the same $50 or $100 in the fall of 1921. No better display could be arranged to show the increased value of the dollar, and let us emphasize the fact, no better argument could bring results this fall than an argument that shows that the dollar has a greater power to satisfy human needs in 1921 than in 1920.

For Different Stores

This idea can be worked out in displaying any kind of merchandise in any kind of a store. Suppose it is a man's wear store. Take a suit of clothes that could be purchased for $65 in the fall of 1920. Display it in one section of the window. In the other section of the window show what the same $65 will purchase in the fall of 1921. It might be found that this $65 would go a long way toward purchasing a complete outfit—surely an impressive argument to the man who is looking for the opportunity to make his dollars do harder work than a year ago.

If a number of articles are on display an arresting window could be arranged by having a double display of the same articles either in the same window or in adjoining windows—better in one window. Little showcards could be used on each of the articles. From these articles ribbons might be run to the same article in the other section of the window. And on the article in this section of the window the 1921 fall price might be shown. Such a window should carry a powerful argument.

A Co-operative Effort.

Where merchants in different towns and cities are on friendly enough terms to co-operate in a scheme of this kind one whole week might well be devoted to bringing home to the people of that town or city the message that their dollars can serve them better in 1921 than in 1920. If the display men in all the retail stores would get together to arrange displays of this nature, spreading over a week's time we believe it would bring surprising results to retail men all over the country. A great deal of local interest and pride could be aroused over a co-operative effort of this kind. A note might well be interjected that a more prosperous town or city would result from spending their dollars at home. Make no mistake about it,

The statement that "comparisons are odious" was never more neatly contradicted than in the several instances afforded this month of differences between prices as quoted in 1920 as against those featured at present. Several leading Montreal stores have taken up the idea in their window displays and in their advertising and are endeavouring to drive home to their customers the cold facts which are really startlingly different to expectations.

The photograph accompanying this article shows how David's Limited of Montreal are handling this interesting method of comparison. The window in question was featured towards the end of August and attracted much attention because of its novelty and appeal. On the left of the window is a solitary suit of pure Botany wool indigo dye navy serge, which twelve months ago was sold for the sum of $55. Alongside of this suit was shown a yawning pocket book, utterly devoid of even the wherewithal to purchase car fare home. On the right side the same suit is shown, but labelled plainly $35. this being the current price for the same type of suit as the other. In addition, grouped around the suit are shown a neat colored shirt, a soft fall felt hat, a suit of underwear, a pair of pyjamas, three pairs of socks, two neckties, eight collars and last of all, change in silver and a crisp green-back amounting to $1.60, and all this may be bought for the same price as the suit on the left side, namely, $55.

The fact that the prices on staple commodities such as these have shown such a radical decline has escaped the attention of most people, who intently scanning the horizon for bargains are apt to miss the fact that there are few lines of merchandise nowadays which cannot be honestly termed bargains in every sense of the word. "Such a method of publicity as this would have been considered absolutely impossible and absurd twelve months ago," explained J. N. Soloman, display manager of the David's stores, "but to get the attention of the man in the street, one has to play up the idea which is novel, original and different. The human touch makes all the difference nowadays in windows that pull and one must simply watch the trend of the times and vary one's methods accordingly."

The finishing touch to the window was the reproduction of a very pungent cartoon, depicting the various commodities entering into the costs of living taking the high dive from the burning deck of a burning vessel. Alone remained "rents" up on the high deck, well described by the words, "The boy stood on the burning deck, when all but he had fled."

The same idea has been variously represented in the grocery store windows of Montreal as well as in the larger department stores, and each time it is featured, the public stops and ponders upon this fact, and dimly comprehends that prices have dropped lower than they were really aware of.

This type of publicity also fulfillls another purpose, in that it shows the public conclusively that the retailer is not the profiteer that some authorities would make out, and in many cases, such explicit proof is really necessary to offset the unfair criticism and the "retail-profiteer" propaganda which has been all too common during the past few months.

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every human effort will be made to get the dollars out of town by those interested in getting them out of your particular town or city. The way to meet it is to show the consumer in your town or city not only that his dollar is bigger than it was in 1920 but that it is better for his town and as good for his pocket book that he spend it at home.

Spring Styles Reflect National Tendencies Toward More Outdoor Life and Exercise

Toronto Designers Say Rochester Recommendations Will be Followed Only in General Way—Canadian Models More Conservative—Models Reflect Sporting Life and Desires of Younger Men—Materials Brighter—Prices Show Slight Recession

AT A RECENT convention of the Dry Goods merchants of Ontario, an address on national designing was given by Mrs. C. S. McMichael of the Canadian Women's Designing Club in which she said, "Because Canada has a small population is no reason why it is to be without distinction in national design—as a matter of fact there is a very good reason why it will stand out in its individuality, and it is my belief that it will have a better chance to start while the population is small—a better chance to interpret the needs of its people and to make that interpretation a true one."

Spring Styles Reflect National Tendency

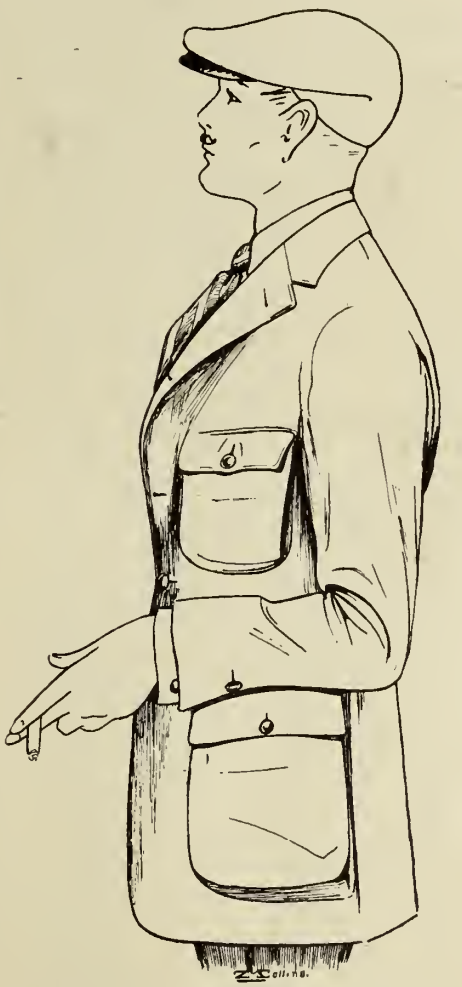
Whether or not women's styles for spring 1922 will reflect national character, life and habits along the lines suggested by the president of the Canadian Women's Designing Club remains to be seen; but the fact remains that the men's styles will very accurately reflect certain national tendencies that have grown since the conclusion of the war. There is no doubt but that the out-door life of the army has had a marked effect on our national life and habits. This tendency has found its expression in more out-door exercise, the indulgence in out-door sports to a considerably greater extent not only by young men who participated in the war but in older men as well. And this tendency is reflected in spring styles for men, 1922, according to designers of Toronto clothing firms.

Rochester Recommendations

At the international convention of designers held in Rochester recently, the style committee reported that the present era was distinctively toward out-door life necessitating clothes in conformity with ease and comfort. It stated that the spirit of the times showed a trend toward the adoption by men of all ages of styles typical of and accepted by the younger generation. In the United States this will be carried out in spring styles in the characteristic manner of American extremism. In Canada, the general tendency will be followed out in a truly Canadian conservative way. "It will be the best season for sport clothes that we have seen since the war started," said one designer to Men's Wear Review. It was this designer's opinion that spring 1922 would be a particularly appropriate time to feature something entirely new, though not too extreme. It would place a better selling argument in the hands of the retailer; it would give him an entirely new stock; and it would strengthen his appeal to the consumer because it truly reflected national tendencies.

Young Men Govern

As indicated in the Rochester recommendations, young men and their likes and dislikes are more and more governing styles. While conservativeness will be closely followed in styles for older men, the general outlines will reflect a youngishness that has not been seen for many years. For the younger men there will be coats with split sleeves, box pleats over the shoulders, and belted backs. There will be fancy yokes and fancy pockets, and cuffs with some new wrinkles in them and new cuts. There will be U shaped vests that will give plenty of view of the silk shirt or the fancy zephyr. There will be golf coats designed only for the golfer but worn by young men who have never set foot upon the golf course. There will be a profusion of buttons used on some of the most extreme models, and there will be plenty of buttons used on some of the most ex-considered extreme. While the Rochester recommendations are for much looser arments, Canadian designers will not go to the same extreme in this respect. There will be a leaning that way and a roominess will be given to some models by the use of pleats, but they will not approach a raglan roominess.



Some designers state that next spring will see the zenith of sports' clothing. Since the conclusion of the great war there has been a rapid development of sporting life and styles and fashions have reflected that development. Above is shown one of the popular models for spring 1922. It is really a golf coat but it will be seen on many a young man who is a stranger to the golf links.

Note the pleat at the shoulder that gives greater freedom to the arms, and the pockets which permit of carrying a flask, for instance, without putting the pocket out of shape.

Materials And Linings

In materials there will be the same disposition to get back to pre-war brightness. It will be, generally speaking, a light season. Materials are better in quality and fancier in design. During the war, these were of secondary consideration because of the great world interests at stake in the conflict; in the two years that followed the war there was no time to devote to fancies and quality depreciated to a considerable extent. Now, we are getting back to quality production and values are getting better and better all the time. The feeling amongst clothing men is that nearly all the poorer grade stuff that has flooded the market since 1918 is off the market. Spring, 1922, will see many light shades and many fancy weaves that will be attractive both in appearance and quality and will make a strong appeal on the part of the retailer possible.

Prices

There will probably be a slight shading off in prices—perhaps somewhere between five and ten per cent due to the drop in materials and trimmings, not to lower costs of manufacture. Men's Wear Review has been practically assured that the scale for the spring season which begins on December 1. will be the same as at present. One manufacturer in explaining this to Men's Wear Review stated that with conditions as they are they did not feel that wages could be cut any further. With many of the factories running between four and five days of the week and with the costs of rents, fuel, light and gas as high as

(Continued on page 52)

Selling an Article Should Mean Selling the Store: Single Act of Salesmanship Does Not Live Alone

Every Sale Made Creates An Attitude Toward The Store—Familiarity Breeds Confidence In Customer's Mind And Makes For A Reliable Salesman—Communicating Information Interestingly

As has been pointed out in Men's Wear Review a number of times there are greater possibilities of increasing turnover through effective salesmanship than through any other channel of the retail organization. Aggressive merchants are realizing this more and more and are making efforts to reach their sales' force with talks or suggestions on salesmanship either in a personal way or through the medium of a house organ. In some stores, the proprietor has his stenographer type out some particularly good thing he runs across, be it relative to salesmanship or some other phase of merchandising. He then passes this around to the different members of the sales' force, having them note by their signature that they have received the copy and have read it. There is something to be said for the effort on the part of the head of an organization getting in as direct personal touch with the members of the sales' force as it is possible for him to do.

Merchandise Specialization

G. Glen Gould, assistant treasurer of James McCreery & Co. of New York, is following the plan of periodical conferences with the sales' force of the different departments in the store. He desires to improve the efficiency of the sales' force by making each one familiar with the merchandise they are handling and enabling them to present it in an attractive and effective way. For instance, he held one conference on Chinese rugs in which he went into the ancient history of the Chinese people, tracing it into the manufacture of Oriental rugs. Mr. Gould believes, and rightly believes, that a knowledge of the Chinese people, their religion, customs and habits, places in the hands of the sales' staff a better weapon for effective salesmanship.

Some of the Points Made

This article is not a report of Mr. Gould's address; we have selected some of his main sentences and are enlarging upon them. "Familiarity with the article offered for sale breeds confidence in the customer's mind" is one of the striking sentences of his address. One of the first essentials of good salesmanship is a knowledge of the article that is being sold. A man walked into a department store, into the men's furnishing department. He was attracted by a very pretty tie. "Is this one of the newest ties?" he asked the salesman standing behind the counter.

"Oh, I guess it is as new as anything you can get these days," he replied.

Not only should the salesman have been able to give a satisfactory reply to the question, but he failed to understand his customer to the extent that he was looking for something stylish, while the salesman gave the impresion that his whole store was only superfically interested in the newest things to be had. A careless remark of this kind not only loses a sale, perhaps, but it is a rank failure on the part of the salesman to sell the whole store to that customer.

A Reliable Salesman

It logically follows that if the salesman is familiar with the article he is selling the customer has confidence not only in the article itself but in the salesman as well. This is desirable both from the standpoint of the store and the salesman himself. A salesman with the reputation of reliability is on a fair way to success. If customers discover that a salesman's word can be absolutely taken as gospel truth, they find their way back to that store and back to that salesman. If the proprietor is the right kind of a man he will recompense that kind of a salesman; if the salesman acquires that reputation he can always cash in on it. Where salesmen are working on a commission basis, reliability is one of the virtues that help to make the envelope on Saturday night bigger than it otherwise would be.

Communicating Information

Perhaps the idea has become too prevalent that there is no romance, no interest other than the mere selling of goods, in business. That idea is due to lack of knowledge. There is a bit of interesting history in connection with the manufacture of nearly every article that is sold over the retail counter. Why it's name? Where it's origin? The different processes of it's manufacture? It is not always possible, desirable or necessary to impart this information. But the time comes when this information can be presented in an interesting way to some customer whose hesitancy in buying requires something beyond the mere statement of price. To be able to present that information requires a good working knowledge of the King's English and a thorough knowledge of the article that is being handled. As Mr. Gould said along this point in his address, "Attract the customer and he becomes responsive—develop his interest and he buys." Those two things can only be done by the salesman who can communicate information, first, because he has the information at his fingers' ends; and, second, because he can communicate it in an intelligent, interesting way.

Selling the Store

Engineering the store spirit is one of the essentials of successful business. Every salesman in selling one article is either helping to sell the whole store or is driving system away from the whole store. The single act of selling an article does not live alone; it brings to bear on the purchaser's mind an influence that makes itself felt in an attitude toward the whole store. This fact should never be lost sight of. Mr. Gould recognizes this, although he does not enter into direct relationship with people who come in the store to buy. "I want to tell you that I know a good deal about it" he said in referring to salesmanship. "I want to tell you that I know a good deal about it from the hard job of talking to irate customers who are angry and disgruntled with the store, having closed their accounts, and not only are not coming into the store again, but intend to tell all their friends of their treatment and what they think of James McCreery & Co. I have had the job of selling the whole store merchandise, bookkeeping department, delivery, and management to these customers. Perhaps you don't think that is 'some job' in salesmanship. I do." It is "some job" without doubt. But the solution of that job is a store spirit that operates through salesmanship to the extent that when each article is sold, the store is sold with it.

SPRING STYLES REFLECT NATIONAL TENDENCIES TOWARD MORE OUTDOOR LIFE AND EXERCISE

(Continued from page 51)

ever they did not feel that further cuts were justified.

But materials are down somewhat. In comparison with six months ago, we have been told that Canadian woollens are down between 10 and 15 per cent; worsteds are down about 10 per cent; some cheaper British lines are down about 20 per cent; there is little change in Scotch tweeds because Scotch prices were never advanced quite as high as the English; sleeve linings are down about 40 per cent; body linings about 5 per cent; canvas about 10 per cent; and buttons about 10 per cent. These reductions will make possible a slight reduction; but manufacturers state that the reduction for spring will not be as great as it was for fall.

A. ZAKAIL has opened a men's wear store in Sherbrooke, Quebec. Mr. Zakail is the seventh merchant of this name to open business on this street. All are located in one block and all are related.

The Blue Store, Winnipeg, Deals Personally With Over Eighteen Thousand Customers

Have Had Pronounced Success with Contests — The "Stringless" Contest — Turning to Good Account the Enthusiasm of Youth—Some Sample Personal Letters —Good-will Defined—Twenty Letters a Year to 18,000 Customers

A YOUNG woman stood regarding herself in the tall pier-glass of the fur department show room. Her hair was fair, her cheeks rosy, her eyes — but after all that has nothing to do with the story. The important point was the smile upon her lips. She was pleased. She had bought a perfectly ducky fur coat. She had wanted the coat for ever so long, and she just loved it. Now it was hers and she was just waiting to discuss with Mr. Chevrier the arrangements for Dad to pay the twelve hundred odd dollars indicated as the purchase price.

Now it would be no more right for us to listen in on the conversation regarding settlement than for the writer of romances to eavesdrop when he leaves his hero and heroine at the close of a successful story. The first thing the young lady said as the proprietor greeted her, however, was too good to keep.

Making A Customer

"Mr. Chevrier," said the thousand dollar customer, "there is one thing I shall never forget about your store. I was just recalling it as I looked about. One Christmas week when I was a little girl of three—I won't say just how many years ago—my mother brought me to this store. I do not remember the details of what was going on, but I do remember that as I entered the store in the company of my mother a very kindly man bowed to me and presented me with a most gorgeous bottle of real perfume. It may not have been a very expensive gift at the time, but I remember it was a gift fit for a queen in my childish imagination. That it was presented to me for my very own self was the crowning glory. I do believe you won a new customer then and there."

Horace Chevrier, of Chevrier and Sons, Winnipeg, will to this day give anyone an affidavit as to the bona fides of this incident. He tells me, furthermore, he has any number of customers he could call up by name who would recall a similar instance in their early days. It would hardly be safe to estimate the age of the young lady of the perfume bottle, but let us say to be kind the incident took place twenty years ago. It is indeed a far-sighted policy which builds for a trade twenty years hence.

"Stringless" Contests

I recently heard at a meeting of retail merchants, a lecturer propound the theory that contests and prize-giving in retail merchandising were out of date. Such methods no longer attracted, he claimed. Though his lecture sounded pleasingly modern and efficient, he strangely enough took for illustrations of his point the decline of contest methods in boosting newspaper circulation. The giving away of prizes for bringing in the greatest number of new customers was no longer a means of interesting the public in a business establishment.

This is not a debate with the learned lecturer. He knows more about retailing than I hope to learn for some time. It appears possible, however, that his theory applies to the old fashioned contest methods only. Well can I remember the competitions with a string to them advanced by all manner of firms a few years ago. "The Blue Store," as Chevrier's is known, have incorporated "stringless contests" as an important part of their "Future business" policy which makes customers for twenty years from now.

Every year one or two contests are held by this store in which boys may win genuine useful prizes—no string attached. There is nothing intangible or indefinite about a bicycle with coaster brake and motorcycle handle-bars. No less concrete is the award of a ticket to a Y. M. C. A. camp with fare, board and pocket money.

Take for instance the 1920 contest for boys. As is the case with all the contests for young folks, the time is set just near the close of the school year. It is found far more satisfactory to hold the contests while school is on because at other times the youngsters will likely be out of town. In any event their interest is more easily obtained than during vacation days. An added advantage is that teachers, given sufficient encouragement, help their pupils in the contests.

The object of the competition was to write an essay. For a subject the judges selected "Why I like to deal at Chevrier's." This necessitates visiting the store. It was excellent proof of the contest idea when several teachers escorted classes of youngsters to the Blue Store after school hours that they might inspect it and become sufficiently interested to write about it. One of the side issues of the contest offered three prizes for teachers having the greatest number of pupils among the entrants. Here again the Chevrier way of doing it proved that contests would not lose popularity when run on the stringless plan—with real awards. The teachers were offered for prizes fur pieces ranging as high as $100. in value for the first and proportionate values for second and third.

Enthusiasm of Youth

Any man who has ever been a boy himself need not overtax his imagination to picture the rapture with which any red blooded youngster would regard the list of real boy's treasures offered in the main prize list. Were I to attempt to analyze the reasons for the unquestionable success achieved by all the Blue Store contests I should point out as the basic element, common sense selection of prizes. No agent on earth can be surer of results than a youngster with a given objective. With something his heart desires to work for, all the King's horses, and the same proportion of the King's men could not stop him making a try for it. What is more, he will do his best—than which no more could be hoped or asked for.

Young Winnipeg literally swarmed to the Chevrier store. Singly, in pairs, in bunches and in classes under the guidance of teachers they made visits of inspection. Like true authors they haunted the scene of their story for local color.

Already in my imagination I can hear several experienced merchants exclaim —"What a nuisance to have the store over run with kids." Some men are like that, but not so the Chevrier Brothers. They liked it. Every boy or group of boys who came to the store were as welcome as a cash customer—and why should they not be forsooth?

Looking To the Future

"Out of the number of boys who swarmed through our store during the contest a goodly per cent. will be found listed among our regular customers several years hence," Mr. Horace Chevrier explained. "Don't get the impression that we think half of them will continue to buy here from the closing day of the contest till the end of their lives; nothing so imaginative as that. The fact of the matter is, though, many of these boys will remember Chevrier's whenever they have a say in the purchase of their own clothing. Most of them are of the age when their buying is done for them by their parents, so they are not immediate prospects as customers.

Getting the Parents Interested

"On the other hand, future business from a percentage of the boys grown to manhood is not the only definite return on our contest investments. We have had parents come in with their boys who tell us they never would have peace

in the family unless they bought the boy's new suit from Chevrier's. Such incidents are only natural. The boys know more about Chevrier's than any other store in town. They know we are interested in boys and know boys' tastes. They know we even advertise our boys' department as "Winnipeg's Boys' Store." To their minds no other store is competent to serve their special requirements."

When we stop to analyze once more, you and I and the next man know there is no more effective spreader of propaganda than a boy. Give him something worth a boy's while talking about and he will spread the news faster than thistle-down on a windy day. Twenty-four sheets and free readers play no more important part in the advertising of a circus coming to town than the mouths of the boy population.

Boiled right down, then, the bald excuse for contests is that they bring more business to the store. To anyone in business for more than his health that is good and sufficient reason in itself. Added to this are two further features, one of which demands its share of the purchase price in the sale of a going concern. Good will — it is termed. The dictionary defines business good will merely as "the right to take up a business trade or connection." Mr. Chevrier's definition goes deeper and would call for a much higher valuation in a bill of sale.

What is Good-will?

"Good-will," he described to me, "is an elusive, intangible, hard-to-hold asset. It is an established desire on the part of purchasers to come back, to bring friends as new customers, and to take pride in seeing the firm in which they are interested grow in size merit and popularity. Its second element is a real impartial wish to see a business grow into goodly proportions on the part of wholesalers—and manufacturers."

The second of the points mentioned is—personality. Here lies Chevrier's main distinguishing feature. To the boys the store has a personality. To the old timers who have dealt for twenty years and to the new customers the store has a personality. Even to the French-speaking population from the little city across the river from Winnipeg, the store has a personality speaking their own tongue.

If after writing a theme along with more than two thousand boys you, at the age of fifteen had been presented with a sweil bicycle, and the papers had been full of it, with your name and your picture published, do you think for a moment you would forget it? Not by a long shot. You would no more forget the event than you have forgotten the various treasured boyhood incidents of which you could tell us today, if you world only throw off the cloak of grown-up diffidence and out with it. The donnor of that bicycle would be to you a personality—would in fact to this day remain a memory to you just as the young lady who introduced our story recalled the big day in her life when she was presented with a bottle of perfume. That is how the Blue Store's personality is established with its future customers.

Endless Chain of Letters

Chevrier, however, does not let it rest there. The backbone of the personal touch is an endless chain of letters to old, new and possible customers. Every excuse is used to send a letter. Most of them are, it is true, form letters. Perhaps it would be more descriptive to call them duplicate letters, for they bear no resemblance to form. They are personal. They are the means by which contests are linked up with the cash register.

Take a specific instance the case of one of the lads who won a prize in this year's contest. His was a new name, which was not included in the long list built up from the years of contests. His parents had never dealt in the Blue Store before. They came in with the boy one day and bought a suit because he would have it purchased no where but at his store—Chevrier's. After a reasonable while it was noted by the records they had made one or two further visits to the boys' department, but were not recorded in other departments. A letter was sent to Dad something as follows: "Dear Sir.

"We have greatly appreciated your patronage of our boys' department, and assure you of our desire to serve you further and to your satisfaction.

"Knowing you as one of our regular

Will Carpentier Win the Fight?
You can go and witness this—the greatest fight in the history of the Heavy Weights at our expense. Read rules of the Guessing Contest—then come and try! Today!
THIS GRAND JUNE SALE
IS A DRIVING SMASH AT "OLD HIGH COST OF CLOTHES"
It is a Triumphant Swing Staged by CHEVRIER (The Blue Store) for you—it permits—nay commands you to dress the part of a Courageous, Indomitable Winner! Do so! Buy at this June Sale Pricing! Today!
Men! A Guessing Contest
Exclusively For Men
READ!!
Our Man Friends have often asked us why we did not give them a chance to guess.
WIN A PRIZE
Here it is now! Guess how many coins there are in the big gilt glass-faced box.
FREE! The Prize FREE! A Railroad Ticket to New York and Return (via Montreal) and a $30 Seat to the DEMPSEY-CARPENTIER FIGHT of July 2nd--FREE.
RULES OF THE CONTEST
I.—No strings to any contest of wit and skill at The Blue Store! Use your eyes! Use your brain. Guess and win.
II.—Call in for a guessing card. Fill it in fully, legibly and carefully, after viewing the big gilt container. Take your time. Come in often and think it over before you finally deposit your guessing card in the sealed barrel.
III.—One man—one guess. Ages 18 to 80.
Contest closes Saturday, June 25. Results announced in our advt. in the daily papers of June 27 by two judges representing the daily papers.
Chevrier's THE BLUE STORE
Grand June Sale Feature
Exclusively a Man's Guessing Contest
AGES 18 to 80
GUESS HERE
4 226
Name W. Ashton
Address 357 Alverdon Ave
Age 26
This Fall I expect to need a new
Suit Winter Overcoat X Fur or Fur-lined Coat Woollen Underwear Shirts
Hat Cloth Cap Fur Cap
Please mark with a cross thus X the item you think you will likely require this fall

A forty dollar seat at the Carpentier- Dempsey fight, with fare paid from Winnipeg to New York and return was the prize which attracted fifteen hundred men to enter guesses in Chevrier's latest contest. These forms provided several hundred new names for the mailing list, many of whom are prospects for good business. This man indicated he is interested in a winter overcoat.

The above reproductions are of a newspaper advertisement and of the form used by the guessers in the contest. It will be noted how "The Blue Store" followed the guesser up.

customers we feel it is only just that your attention should be called to an opportunity to economize this summer on your personal needs. Our men's wear department is equipped to render complete service at all times, but you will be especially interested in the Summer Sale of men's goods scheduled to start next week.

"Your son has mentioned the fact that Chevrier's is a place where a fellow is treated right. Let us assure you it is our aim to treat you right in all our dealings. Drop in and see us next week some time; it will be a pleasure to see you in any one of our departments."

Twenty Letters a Year

Something like twenty letters a year are available for mailing to the entire mailing list, so it would be useless to attempt to give a comprehensive idea of them all. The idea, however, may be gained from the sample above, and the following special letter sent to a clergyman in the French parish over the river. Its personal flavor cannot be adequately translated into English, for the letter was in the expressive language of France:—

"Reverend Father.

"We have much appreciated your trade in our boys department, and would like to serve you this Fall in other departments as well.

"You will likely be needing a black Fall overcoat and black felt hat within the next few weeks. Be assured in these lines you will have full and complete satisfaction with us, as well as an opportunity to economize on your needs.

"We specialize in black suits—either of clerical or lay styles. We stock also a goodly range of black trousers in Serge, Venician or other cloths. You will find these are real values at reasonable prices.

"Should you prefer a heavy black Paramatta rain-proof to black Chesterfield, you will appreciate the careful study we have given to the minutest details of style and cut which assures the severe correctness of line black wearing apparel must have."

Words in the English fail to cope with the closing paragraph of the letter in its courtesey and personality. The idea is clear without my slaughtering the translation of the rest. Instead of generalising, the letter hits the nail right on the head, and goes directly to the personal requirements of the person to whom it is addressed.

Mailing List of 18,000

More than eighteen thousand people receive letters of similar nature from the Chevrier store. This list is built up from sales slips, on which salesmen are instructed to obtain names whenever possible; from delivery orders and from names sent in during contests. Ages, occupation, size of family if any and other useful data is unobtrusively gleaned and entered upon simple index cards. These are filed by departments—furs, men's wear, ladies ready-to-wear and others. A separate file is kept for out-of-town cards. These form an important part of the system as there are hundreds of former residents of Winnipeg who still deal with the Chevrier brothers by mail. They are never allowed to forget the store, as the letters they receive average better than one a month. Many of the long distance customers started with Chevrier thirty years ago.

An early showing of fall felts by W. F. Boughner of London, Ontario.

When a letter is returned through lost address, the card is placed in the rear of the file. In the course of time the customer's new address is found, entered and the card replaced in the "Live" list. If the customer be so situated as to be a prospect for furs as well as men's furnishings, the name is filed in both department indexes. Every Fall Fur Opening, men's wear sale, boys sale or other special is announced personally as well as by newspaper advertising, for Horace Chevrier says:

Giving Oneself

"While general publicity is for the purpose of getting people into the store, it should not be necessary to pay as much to bring them back again. The personal follow-up method of letters requires time, thought and earnestness in lieu of heavy cash outlay. A proprietor must give more of himself—must keep more closely in touch with the goods he sells and the people to whom he sells. His reward comes in the establishment of personal relations with his clientele getting continued attention and interest, and winning that elusive, intangible hard to hold, and supremely desirable asset—good-will."

Mr. Chevrier knows whereof he speaks. During the time I talked with him in his office recently, no less than four customers "just dropped in" to chat for a moment about nothing in particular. Another caller was the winner of the last contest—for men, with the prize a forty dollar seat at the Carp-Demp. fight and railway to and from; which amounts to something from Winnipeg. Incidentally I left Mr. Chevrier counting the new names secured by means of this contest, sorted for the various departments—333 who needed general furnishings; 255, men's suits; 230, overcoats, underwear and Winter garments; 98, collars, ties, etc; and last but far from least 30 prospects for fur coats.

All wool English cashmere ribbed hose with hand clocking. This is a new line of brogue hosiery which has taken particularly well with the trade. It is shown in black, navy, gray, dark brown and green and in each shading there is an assortment of different colored clocks. Shown by E. & S. Currie Co., Ltd., Toronto.

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ON YOUR TOES

"On your toes" is one of the slang expressions that seems to convey a well-intentioned meaning in inelegant English. It is baseball language and is used to express an attitude of a base-runner when he is about to"steal" the next base.

The expression is not inapplicable to the present outlook of the retail trade. "On your toes" is a healthy attitude of mind these days: it signifies intensity of purpose, concentration of energy, and the application of every faculty to the accomplishment of the object which may be in view. "On your toes" is the position a well trained runner would assume were he trying to make a record on the track. It is likewise the position a well trained retailer should assume when he looks forward to the fall merchandising season. There is a record to be made, a record that will show what intensity of purpose, what concentration of energy, and what application he has given to his business this fall. There are retailers, aggressive, energetic and unsleeping, who have beaten last year's record of business despite the fact that 1920 was an extraordinary year. These are the men who are "on their toes" at this moment, planning for the fall season and anticipating a bigger fall than the year 1920 gave them.

We read in the paper the other day of a retailer who said that he was minded to lock the door and go away for a holiday; in consideration of the business he was getting he felt that he might as well do this as stay on the job. It is not this spirit that will carry the aggressive retailer through the fall and winter season of 1921-22. It is the man who has made up his mind to stay right on the job from morning till night, every day in the week, who will surmount the difficulties of the coming fall and winter season. This is the man who has beaten last year's record; he will beat it again this fall. He is the man who is "on his toes." Like the baseball player waiting to steal the next "bag," he has planned the method of attack, his energy is ready to expend itself in one successful spring toward the goal that lies ahead. He is ready and about to "get away."

TRUTH IN ADVERTISING

At the Sixth Annual Convention of the Pennsylvania Retail Clothiers' Association recently held in Scranton, Louis Blumenstock, advertising director of the Stix, Baer & Fuller Dry Goods Company of St. Louis, delivered a remarkable address on the above subject in which he gave utterance to some very plain statements regarding methods of advertising that have recently been followed by many retailers all over the continent. The burden of his argument was against the use of comparative figures, especially at this time when old values have passed into history. He takes the attitude that we have taken, namely, that to say such and such an article "was" so much and "now" is so much is misleading and tends to create greater uncertainty in the minds of the buying public. It cannot be too strongly emphasized that everything in the retail field that lends itself to greater stability at this time is altogether desirable. The use of comparative figures, except in a sale (and September is no time for sales) does create uncertainty in the minds of the customers; they wonder how long it will be before prices will take still another drop. The use of comparative figures in seasonal merchandising is, we believe, unwise, particularly at this time.

Mr. Blumenstock believes that the use of comparative figures in advertising began with the inauguration of the "Bargain Day"— usually a Friday. "The people wanted bargains" said Mr. Blumenstock, "so the merchants gave them bargains—at least in their advertising. You know and I know every merchant knows that there is only a percentage of bargains available— that goods cannot always be sold at a reduction—that about 90 per cent of your merchandise must bring the full percentage of profit to cover the loss on the remaining 10 per cent that you are compelled to sacrifice at the end of the season."

"Eliminate comparative prices" said Mr. Blumenstock in another part of his address, "and you are going to eliminate from the retail field the retailer who does not belong to it—the retailer who has no service to sell, who has no sense of obligation, who does not look upon himself as a merchant, who does not recognize his store as an institution, who does not expect to remain in the community and to serve it intelligently and faithfully. No legitimate business needs to fear the truth—and there is no one so strong as the man who is right. The reason why business has not adjusted itself is because of the fears that have existed in the minds of the business man to change from a method that he knows to be wrong, because he is not confident that he can run the right kind of store and make a profit. I want to assure each one of you that he will run a better kind of a store and will make more progress in his community if he has the courage of his convictions to do the right thing, if he will adopt the right principles, will adhere to them, and will perform his duty to his community in a conscientious way.

NOVELTIES

Manufacturers in a number of lines are striving to market novelties. They believe that the present is a very good time to do so because it will stimulate business, it will create a desire on the part of the consumer to possess where he otherwise would not, particularly because he is leaning strongly toward the economy wave. There is no gainsaying the fact, either, that such manufacturers are meeting with no small degree of success in this venture. We have talked with many retailers who have expressed a desire to buy novelties for this very purpose —that is gives them something new to place for sale to those who will buy in any case.

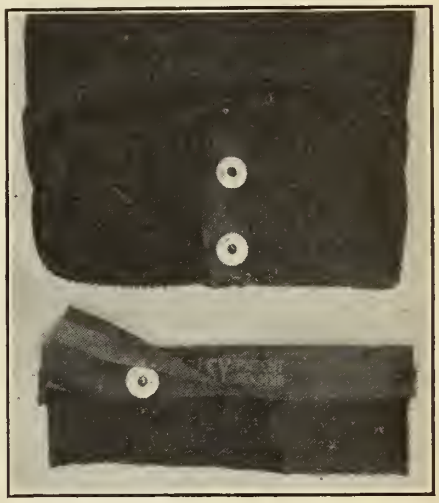
This might also be suggestive to the retailer in another way, that is, the more frequent use of novelty display windows. The consumer can very frequently be sold on the street as a passerby and there is nothing that will attract his attention like a novelty display.

Left—Tan mixture in silk finish with light brown band, side bow. Shown in mixtures of all shades or in plain colors.
Centre—Raw edge natural velour, back bow, with light brown band. Shown in all colors.
Right—22 Line band, young man's hat, light brown mixture with dark brown band and fancy cord at bow.
New models in Brock hats shown by Wolthausen Hat Corporation, Brockville.

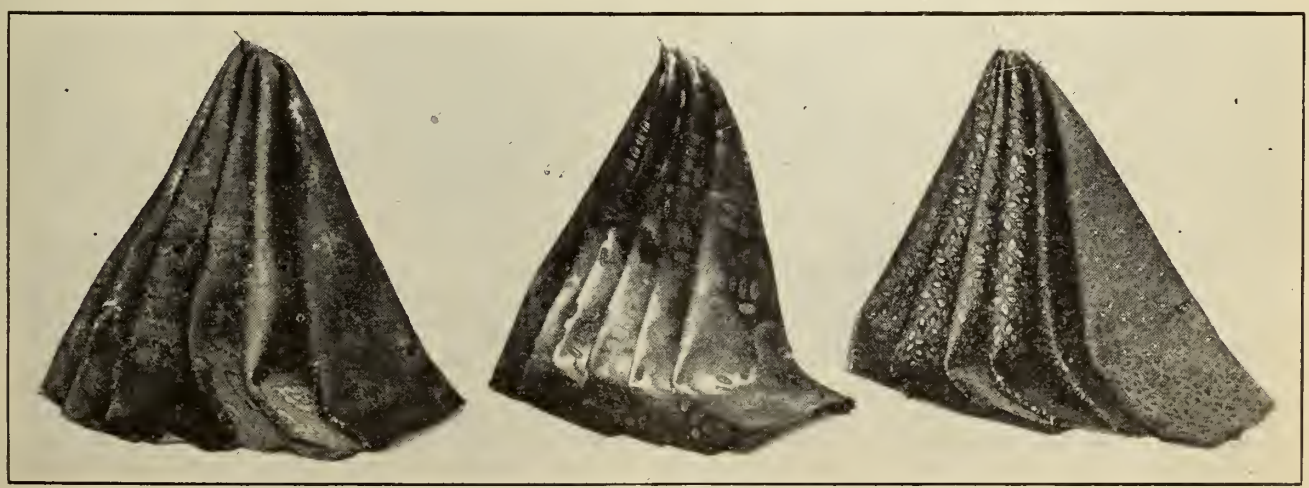
"THE KING'S HAT"

This is the exact hat worn by His Majesty the King this season, and has at last become obtainable in Canada. Made of champagne colored felt with bow and band of chocolate brown corded ribbon, the coming spring's headwear is accurately indicated.

The necessity for smart fall gloves will soon become apparent, and the newest line of buckskin in a rich beaver shade, prix-seam sewn will undoubtedly be the choice of the particular man about town.
Hat shown by courtesy of Boulter-Waugh Company, Montreal. Gloves by courtesy of the Acme Glove Company, Montreal. Photo by Photo-Kraft Studios, Montreal.



The principal object of this invention is to protect the person wearing either a jersey or bathing suit or similar garment equipped with the clinch style of dome fasteners from the contact of the metal with the skin and its attendant possibilities of poisonous conditions. This can be done, as will be seen by the above photograph, at a nominal cost. By placing a covering strip of fabric over the inner member of the clinching type of dome fastener which goes right through the fabric, the metal is not allowed to rub against the skin at all. Not only does this rubbing cause some discomfort but there is in it an element of danger. This new invention shown by the Averley Knitting Mills, Ltd. of Toronto, will overcome this difficulty and danger.



New holiday silks for neckwear. Shown by Wm. Milne, Toronto.

Make Every Line of Advertising Pay

Mediums Should be Carefully Selected and Results Should Justify the Selection—Wasteful Advertising Should be Eliminated—Studying the Mail Order Catalogue—Copy Should Not be Overloaded

Written For Men's Wear Review By Mr. Gilbert, Advertising Manager of Blumenthal's, Ltd. of Montreal.

IN the face of a decreasing volume of business and a static advertising cost per line, what is the retail clothier going to do with his advertising next fall? Can the average Canadian clothier afford a higher advertising cost? Must the clothier use less space? Must he advertise less frequently? What is to be done?

To cover the subject exhaustively would also be to cover it exhaustingly. Rather then a brief sketch of the situation than a verbose entrance into details which must necessarily be to a degree obvious to all thinking merchants. The subject should be considered from its general aspects first.

Eliminate The Waste

In the first place, how many merchants use their advertising accounts as a whatnot of their financial allocation of expenses? Now that we are unanimous, there is at least a fellow feeling--so that the first point to be made in a discussion of how best to appropriate advertising moneys for fall and winter is to cut out the junk of our advertising accounts. If you buy twenty tickets to the Taxi Cab Drivers Grand Ball, don't charge them to advertising. If you don't know what to charge them to, don't buy them. A half page in the Garbage Men's Carnival Program is not advertising--that card space in the Washerwomen's Journal is not advertising--cut them all out of your advertising expenditures. So, my first recommendation is to eliminate the waste.

Again after having thrown out all the wasted expenditures we must get to brass tacks and consider how to spend our money in the media of known value. Now of advertisements there are two types: that which brings in immediate response in the form of sales, and of this type the newspaper and the direct mail matter are the foremost exponents. And secondly that which makes for good will, prestige, reputation and their synonyms and in this class we must place billboards, posters, street car ads and road signs. Then, careful supervision of advertising expense is the order of the day--and such it must be for Fall--the first class of advertising is the more potent, the more essential. Make your advertising for Fall bring immediate results—stress that in your mind, in your ads, in your merchandising. Appropriate at least 85 per cent. of all advertising moneys for immediate result-producing copy. Use newspapers, use direct mail, use them forcefully for they bring immediate response—and cut down if needs must on the painted displays, on the posters and other publicity forms of advertising. Advertise, then, for results.

Increasing Good-will

There is of course a certain danger that such a broad statement should be carried to the reductio ad absurdum. It is not necessary that you should ignore the prestige-building power of your copy, rather the reverse. It is essential that reputation and good will be increased. One need not strive for results at the expense of prestige. But every advertisement that appears above your name plate must add its bit to your good will and at the same time must bring home the bacon. Keep your advertising dignified but make it pull--that's the third suggestion.

Study Mail Order Catalogue

What is the most resultful form of advertising? It will be generally conceded that the mail order catalogue is the most potent of result producing forms of advertising—and it is from the mail order advertising that the retail clothier should derive his inspiration for fall advertising. Study the mail order catalogues—notice how the space is used—how effective are the layouts of each page and each spread— see how pithy and yet how complete are the descriptions of the articles— each article numbered and priced and described in detail. And then recall your own advertisements. How profligate you have been with expensive space— how you have filled space with unimportant copy instead of properly spacing important copy. We must set aside the idea that large space of itself is good advertising. We must recall the days when advertising was more or less of a novelty and we used space to its full advantage. Thrift in advertising expense is the order of the day just as thrift in personal expenditure is the crying need of the times.

It is safe— almost bromidic to predict for fall a return to the smaller space advertising. It is essential to most retailers. We must watch our advertising accounts. How? If it's a newspaper ad. test it this way—every hundred dollars you spend must bring in two thousand dollars worth of business. Your advertising cost per day shouldn't exceed five per cent. of your gross business. If it does, study your business and study your advertising. Perhaps your medium was wrong—perhaps your appeal was misjudged— perhaps your message was not clear. Perhaps you wrote the ad five minutes before closing time without giving sufficient thought. Perhaps you were not convincing because you were not sincere in what you said. Oh, there are a thousand "perhaps." There is only one reason why your advertising is not pulling—there is something wrong somewhere. And it is your business to find out just what it is that is wrong and correct it.

Future Advertising

It is my personal belief that the coming form of advertising in newspapers is the message which treats of one article fully yet pithily described, stating its price, and correctly illustrated with a good drawing. That is the mail order style—we clothiers can take all that the mail order style teaches us and yet embellish it with a bit more class, and a bit more of the personal appeal—and find our own advertising we have eliminated entirely the large meaningless illustrations of the average cut services. I have never seen a cut service yet a large proportion of which is not given over to splashes of long legged Adonises wearing—well just clothes. And to use them in space of 150 lines by two or three columns seems to me to be sheer disregard of economical and forceful advertising. If it is attention you desire, it can be secured by good, clean typography, a neat border or a hand lettered headline. Effective layout of just plain type can secure complete attention and conserve space at the same time. So for fall advertising one might safely recommend a careful study of the value of illustrations but eliminate from our space bills the wastage of merely decorative figures.

Newspaper Copy

In newspapers which carry a considerable amount of competitive copy, it is far more economical to buy 100 lines by two columns in good preferred position and pay twice the price for it than to attempt to secure attention by 500 lines in the run of the paper. It may make your cost per line higher, but it will save expense. I would rather have one item well handled than a dozen jumbled —I would rather insure a half-second of attention than hope for five minutes reading. Write so that he who runs may read—that means write briefly but completely. It was Robert Curtis Ogden who recreated one of the greatest retail businesses of the world (Wanamaker's New York) on the grave of a business that had been dead for two decades, (Stewarts) who said "write for the ass—then everybody will understand you." Good advertising is always true and interesting. False or dull advertising is impertinent. It is also foolish and wasteful. It is no mean task to produce advertis-

(Continued on page 59)

Canada's Best Dressed Men Are At The Capital, Say Retailers

Influence of Parliament Noted in Appearance of Male Population—Arrival of Lord and Lady Byng —Window Displays Featured—Industries Idle —Fall Retail Prices

OTTAWA retailers of men's wear claim that the men of Canada's capital are the best dressed of any in the Dominion. To see masculine dress at its best, they say, one has but to visit the theatre some evening when Parliament is in session and the season is at its height. No better dressed nor more perfectly groomed men are to be observed even on Bond Street or Fifth Avenue for the simple reason that "Bond Street's Best" is in all probability among the majority of evening dress suits that besprinkle the theatre in question. The presence of so many distinguished Englishmen in connection with the vice-regal party at Ottawa undoubtedly has a marked effect upon the men's furnishing trade, and to the eye of the casual visitor, few cities can compare with Ottawa in point of window displays, up to date and well kept interiors and expert salesmanship at all times.

The fact that at least two thousand extra men become temporary residents of Ottawa during the session, accounts for the fact that business never stagnates during the winter and spring months, and according to prominent members of the trade interviewed by Mens Wear Review, the completion of the Prescott Highway in the near future will mean an influx of tourists as well as at such other centres on the main line of the railways, constantly experienced during the summer.

Industries Closed

Although Ottawa lays no claim to being an industrial centre, nevertheless she is feeling the same depressing wave of unemployment which has become the common story in most other Canadian cities. Due to the closing down of the nickel plants, pulp industries, etc., there has been a marked cessation of purchasing on the part of the laboring classes, but among the office men employed by the Government, buying has gone on uninterruptedly. Just at the present time, however, business has received a pleasant stimulus by reason of the arrival in Canada of the new Governor General and his wife, Lord and Lady Byng of Vimy, to welcome whom Ottawa turned out in full force on the 12th of August. In both Ottawa and Hull public holidays were declared in honour of the event and huge crowds greeted the arrival of the distinguished visitors as a consequence.

Arrival of Governor-General

The arrival of Lord and Lady Byng at the station was a memorable moment, and the picture formed when they stepped into the waiting vice-regal barouche with its four magnificent horses ridden by uniformed grooms, with scarlet coated footmen behind on the box, and all about, the perfect alignment of the Royal Canadian Mounted Police bearing banners aloft and flaunting their vividly colored tunics against the green of the overhanging trees, and last of all the band surging forth the National Anthem, made a scene not likely to be forgotten in a moment.

Stores Decorated

In honour of the occasion the leading stores along Sparks Street and Bank and Rideau Streets featured many appropriate displays, in which flags and other patriotic emblems took a prominent position. One of the most effective of all was that shown in a window of the Poulin department store on Sparks Street, in which a miniature throne room was arranged, with an empty chair awaiting its future possessor. Canopied overhead were Union Jacks and Canadian ensigns entwined. Not a sign of merchandise was included in this silent tribute to Lord Byng, the entire display being arranged with the artistic note uppermost.

Fall Prices

With so auspicious a send off to the early fall season, Ottawa merchants anticipate a period of renewed activity in merchandising, towards which they are bending every effort in the endeavour to bring about that normal condition in business so long awaited. Several merchants interviewed expressed themselves as being pleased with the general trend of business, pointing out that prices especially should be conducive to success this fall. One manager of a popular Ottawa store said that he expected $60 would be the highest top notch price for suits of the better class, while $35 would be the average price on the general run of clothing. The same reduction in price characterizes the fall offerings in neckwear, shirts and hosiery, so that the anticipation of brisk selling next month is not without sound foundation.

MAKE EVERY LINE OF ADVERTISING PAY

(Continued from page 58)

ing that will be read upon its merits. Newspaper columns are overloaded with dreary, dead level advertising of goods at retail. If newspapers edited advertising carefully much would be thrown out as too stupid to print."

Let us remember it for Fall.

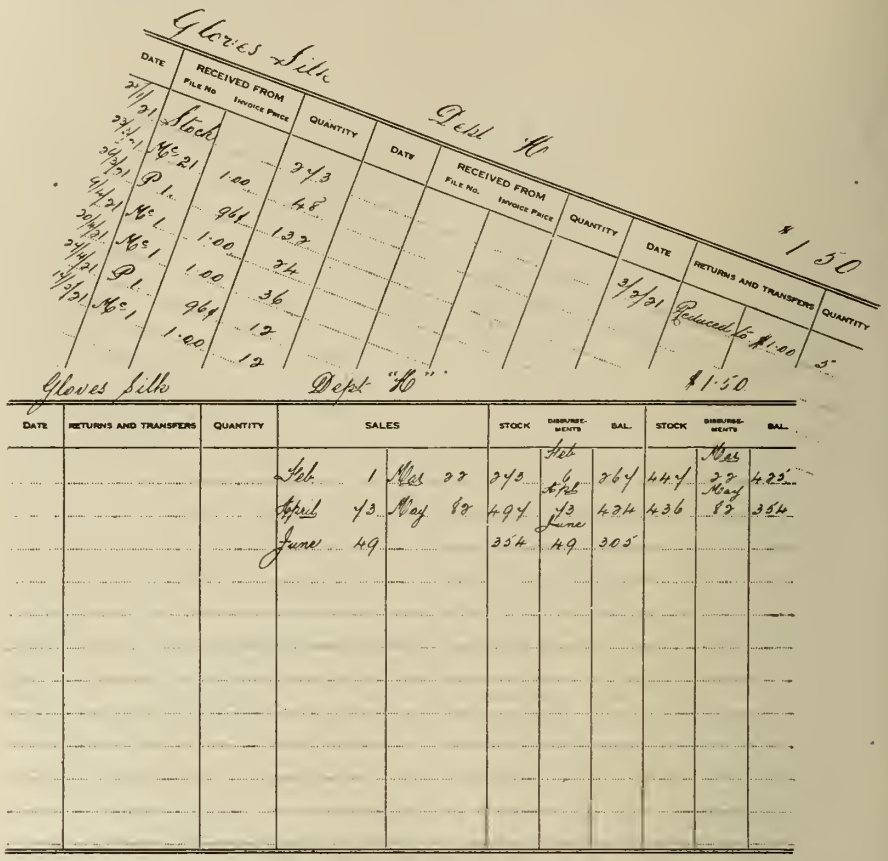
DUPUIS FRERES of Montreal are about to add an entirely new building to their premises. This is probably the beginning of an altogether new store that will occupy some five stories. A new company with an issue of $4,000,000 has been organized.

Left—Natural colored fancy Jap rustic boater, 24 line band of seal brown. This hat is shown with black or brown bands, and in the white straw as well. Dimensions, 3 3-8 x 2 1-8th..
Centre—Old gold fancy rustic, 3 3-8th. by 2 24 line band, in old gold shade. This hat is shown with seal brown band; also in white straw.
Right—White bleach fancy rustic boater 3 3-8th. by 2 24 line band. Shown also in the natural shade.
These are imported English straws for 1922 shown by Ans'ey-Dineen Hat & Fur Co. Ltd. of Toronto.

Economizing on Overhead Expenses

"The Time Has Come To Economize On Overhead" Says Prominent Merchant—Old Methods Must Be Abolished—Cutting Salaries—The Re-arrangement of Departments—Efficiency Of The Staff.

THE TIME has come to economize upon overhead," said a prominent dry goods merchant to Men's Wear Review, this month. "As we all know, the value of turnover in dollars and cents increased greatly during the war and especially in the case of the retailer this must be brought down during the coming months, before attention is turned to anything else. Our profits up till last year were fictitious profits, they were meant to be used for a definite purpose, not squandered on personal pleasure after the manner of shameless profiteers. I may even go so far as to say that profiteering was legitimate, when the profits were laid aside against the day when values would decline as they are doing now, and were available in the form of a reserve on which to base replacement values. I do not consider that one had to be a prophet to foresee all this, it was all so perfectly logical. When prosperity comes, we are all justified in taking our share of it, but when the period of keen competition sets in, then the quicker we regain a stable basis of prices, the better for us all. Throat cutting in business is one of the attendant evils in this period of deflation, and we want to avoid that particular form of business as far as possible, for we are apt to find that the man from whom we are trying to steal business, can be a very thorough throat-cutter too, and we shall have gained nothing by our efforts. My personal belief is that the retailer should combine his merchandising account and his budget in one, and give away as little as he possibly can. What I mean is, that he is entitled to sell his service now as part of his stock, and his one idea should be to "get the long green" and educate his customers to appreciate the difficulties under which he is operating."



Above is a reproduction of the card system referred to in the accompanying article. Explaining it to Men's Wear Review, our informant said:—

On the upper card is the name of the article, the department in which it is sold and the retail price.

Then on the left we have the stocktaking and the receipts with the File No. of the invoice and the invoice price.

On the right of card we have returns to Manufacturers or Transfers to a Reduced or Advanced Retail Price.

On the lower card we have the total number of sales per month, which are taken from a sales sheet kept daily, therefore, during February we only sold 1 pair but we reduced five (5) pairs to $1.00, which made our disbursements from this stock six (6) pairs, on the list. March the stock was 267 pairs, we received during March as per front of card 180 pairs, making stock at end of month 447, during March we sold 22 pairs, leaving our stock at end of month 425 pairs.

Must Abandon Old Methods

"Most businesses need reorganizing now," hecontinued, "as few of us can continue along the old methods unless we wish to remain classed among the unprogressives in the trade. I think the question of overhead expense is the most important to be considered, as I have said, in order to ascertain where retrenchment can best be made. A great many retailers would find that if they would cut out the maintenance of a delivery system, which means the upkeep of a livery stable or a garage, a number of drivers, bills for repairs, etc., that an enormous saving could be effected, if a contract is made with a local express company for certain hours of the day. Customers should be encouraged to carry their parcels in dry goods stores, just as they do at grocery stores or butcher shops, or else it might be announced that free delivery will be provided on purchases over a certain amount. This would be an especially good plan where suburban deliveries are concerned, as several out of town families could pool their purchases together and save our delivery man many an extra trip."

Cutting Salaries

"Another saving which should be effected if possible, is on salaries paid to the staff, especially if they have been rather highly paid during the war years. I am in favor of a 10 per cent. cut in all wages, and I have personally explained to my staff that this is really no hardship in comparison with the loss which the average owner or manager of a store has to take. Our own loss has been more than 20 per cent. all round, proof of which I demonstrated to the sales staff in a conference, and I am glad to say that my explanation was cheerfully accepted and no trouble whatever has arisen from the reduction in wages."

Watching Departments

"Another point to look into carefully this year is the question of the profits derived from each department, and to eliminate any one which is not standing on its own feet, so to speak. I believe that we need to build up the entire business, of course, but it is generally better

to weed out the weaker sections and concentrate upon those which are forging ahead. In my own case, I have decided to cut out one large department entirely and rent the space to another concern, since I am able to provide them with a separate entrance. Expansion in business does not necessarily mean covering more and more ground space, it means the establishing of a sound reserve, and the strengthening of each and every link in the chain of units which constitute the business until an absolute impregnable position is reached."

Re-Arranging Departments

"Departments can often be materially benefited by rearrangement." he went on, "especially with regard to economy of space and artistic effect. In my own case, I have recently decided to change the millinery section from the large room which was especially designed for it, outside to the main floor, and to replace it with ready to wear. The reason for this is that millinery is more often than not purchased by the power of suggestion and attraction, than from a definite need. If millinery is placed in a strategical position so as to be passed many times by customers in going and coming from the ready to wear or underwear departments, much more will be sold, than when it is all located in a position by itself. Ready to wear requires a quiet, comparatively private location, well lighted and conveniently fitted with rooms for trying on garments."

"If there is space enough I am in favour of having a permanent unit display of up to the minute garments shown on a wax figure, which will exemplify the very newest ideas in wearing apparel for the assistance of the purchaser uncertain of what to buy. Every week I would change this little display, keeping a keen eye on the latest accessories to accompany the different costumes. It would be a little study in harmony and should prove interesting to every type of woman."

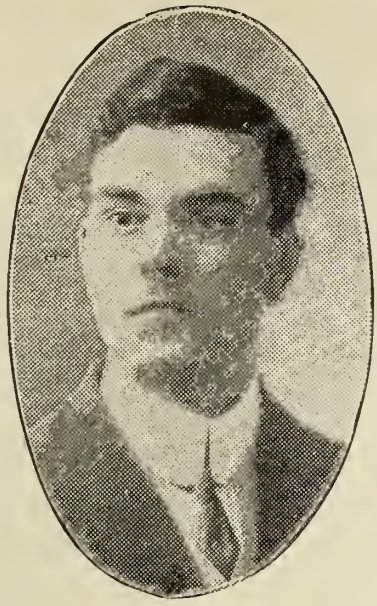
Efficiency

"Finally, I think that most stores need to check up their methods of business system and find out whether they are working along the most efficient lines or not. I find that a stock card system works out better than the ordinary book which I formerly employed and I have orginated a card of my own which is ruled according to the simpler methods that I am endeavouring to inaugurate all round."

Sales Policy

"One last word I want to leave with you," he concluded, "and that refers to sales. I am consistently opposed to the holding of sales now, as they certainly retard the process of stabilization. I am in favour of offering a 10% discount on the entire stock in the store upon a certain day, once or twice a year, but that should be sufficient. If many oddments accumulated they might be grouped together as a mid-season clearing sale but the continued featuring of cut prices will kill good business in the long run, and should be eliminated.

"A further innovation, which if carefully handled by the delivery service will result in saving of time and money, is a double perforated C.O.D. slip with a gummed back, which is separated into halves on the parcel and the right half is put on file with the invoice. The left hand part represents a receipt from the driver who is made personaly responsible for the parcel, and must see to it that it is delivered within two days, as all C.O.D. parcels have to be off the books within three days. This sticker must be carefully attached or it may be torn off and parcels delivered containing receipted bills. But with due care, it will obviate most of the errors common under ordinary systems."



J. E. DUFF.

One of the young men in Eastern Canada who bids fair to be a most successful business man—has, indeed, achieved no small degree of success already—is J. F. Duff, of Ottawa. He is thirty-three years of age and is already the proprietor of two stores dealing in general dry goods, men's furnishings and footwear. He started in business in the capital in the year 1916 and three times since then he has been obliged to increase the size of what was, in the beginning, a modest little store.

New Branch Store at Westboro.

Recently Mr. Duff opened a new branch store at Westboro—a small town about two miles west of Ottawa, having a population of about 3,000 people. It is on the C.P.R. line and is also served by the Ottawa Electric Railway that runs through the town on the way to "Britannia on the Lake" park. This business was purchased from J. A. Clarke & Co., Mr. Clarke being forced to give up business owing to ill-health. While the new branch store is not quite as large as the parent store, it is still very much of a city store, with splendid windows, an inviting entrance, and located in the centre of the block that constitutes the business secion of the town.

Exactly Like Parent Store..

Mr. Duff has followed the policy of keeping exactly the same goods in the branch as in the parent store at Ottawa. Similarly, the same window display ideas are followed in the one store as in the other. Mr. Duff personally manages both stores, though spending the most of his time at Ottawa. He attends to the buying for the two stores himself. C. A. Mills has been placed in charge of the Westboro store; he lives in that town and is well known to all its citizens.

Is Well Satisfied

To a representative of this publication, Mr. Duff stated that he was well satisfied with results to date. "I have done a satisfactory business for the length of time we have been there," stated Mr. Duff, "and I have every confidence that in future years there will be extra good trade there. I commenced business just five years ago and have come 'over the bumps' finely, but have had to stay on the job all the time. I have just ended my sixth anniversary sale in July and it was the most successful one I have ever held. I commenced with about a $4,000 stock and now carry in the two stores in the neighborhood of $20,000, although a year ago I had more than that in my one store alone. My stock is about as low now as it is possible to have it."

Mr. Duff was born at Avonmore, Ontario, where he attended public and high school. He took a business course in the Cornwall Commercial College and, prior to going into business for himself, was connected with the "Peerless Clothing Store," of which he was manager for the last three years. He is the father of two sons who already have claimed as their inheritance the two stores operated by their father.

C. H. SMITH CO., LTD., of Windsor, was recently awarded the first place for the best retail advertising for the month by the Retail Ad-News of New York. The advertisement in question was designed and written by C. L. Barker and his assistant, Russell Smith.

Style Forecast, Spring, Summer, 1922

Recommendations of the International Association of Clothing Designers at 23rd Semi-Annual Convention—Present Era Distinctly Toward Outdoor Life and Models Will Reflect This Tendency in Sport Garments

THE JOINT Style Committee of the National Association of Retail Clothiers and of the International Association of Clothing Designers, in co-operative session at the 23rd Semi-annual Convention held in Rochester, have declared that the type of clothing for male attire for the spring and summer season of 1922 will be along the lines that will contain sport and novelty effects. The present era is distinctively toward outdoor life, necessitating clothes in conformity with ease and comfort.

The spirit of the times shows a trend toward the adoption, by men of all ages, of styles typical of, and accepted by, the younger generation.

There is a growing tendency in regular models toward a trifle looser body, a trifle wider shoulder, with narrower lapels and gorges on higher lines.

Specifications For Sack Coats (Based on Size 36.)

One Button. Single Breasted Sack. Waist length—15½; Full length—30½; Blade Effect—Close; Back Effect—Form; Back Finish—12½ Hook; Shoulder Width — 4½; Shoulder Effect — Square; Shape of Lapel—Semi-peaked; Dimensions of Lapel—3; Shape of Front—Slightly Straight; Front Effect—Chesty; Style of Pockets—Slanting Flap; Sleeve Size—11 inch at Cuff; Sleeve Finish— Cuff, Open Vent, Three Button.

Two Button, Single Breasted Sack. Waist length—15½; Full length—30½; Blade Effect—Easy; Back Effect—Form; Back Finish—10, Plain Vent; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Straight, Slight Opening at Bottom; Button Spacing—4 inches; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 inch at Cuff; Sleeve Finish—Open Vent, Three Button.

Three Button, Single Breasted Sack. Waist Length—15½; Full Length—30½; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—10, Regular Vent; Shoulder Width—4¾; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Slightly Cut-away; Button Spacing—3½ inches; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 inches at Cuff; Sleeve Finish—Open Vent, Three Button.

Four Button. Single Breasted Sack. Waist Length—16; Full length—30½; Blade Effect—Easy; Back Effect—Slightly Shaped; Back Finish—8, Plain Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—2¾; Shape of Front—Slight Cut-away, Round Corners; Button Spacing— 3½ inches: Front Effect—Medium Chest: Style of Pockets—Regular; Sleeve Size—11 inches at Cuff; Sleeve Finish—Open Vent.

One Button Double Breasted Sack. Waist Length—15½; Full Length—30½; Blade Effect—Close; Back Effect—Form; Back Finish—12½ Hook; Shoulder Width—4½; Shoulder Effect—Square; Shape of Lapel—Peaked; Dimensions of Lapel—3; Button Spacing—at Waist Line; Button Spacing—3½ inches Front Edge; Front Effect—Chesty; Style of Pockets—Regular, Sleeve Size—11 inch at Cuff; Sleeve Finish—Open Vent.

Two Button, Double Breasted Sack. Waist Length—15½; Full length—30½; Blade Effect—Easy; Back Effect—Form; Back Finish—10, Plain; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3¼; Button Spacing—4 inches; Button Spacing—4 inches from Edge; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 at Cuff; Sleeve Finish—Open Vent.

Three Button, Double Breasted Sack. Waist Length—15½; Full length—30½; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—10. Regular Vent; Shoulder Width—4¾; Shoulder Effect—Natural; Shape of Lapel—Half Peak; Dimensions of Lapel—3½; Button Spacing—4 inches; Button Spacing—4 inches from Edge; Front Effect—Chesty; Style of Pockets—Regular; Sleeve Size—11 inch at Cuff; Sleeve Finish—Open Vent.

Specifications for Overcoats

Top Coat. Full Length—42; Blade Effect—Full; Back Effect—Box; Back Finish Plain; Shoulder Width—5; Shoulder Effect—Square; Shape of Lapel—Notch; Dimensions of Lapel—3½; Shape of Front—Single Breasted. Button-Through; Button Spacing—5; Style of Pockets—Patch and Flap; Sleeve Size—13 inch; Sleeve Finish—2¼ inch Cuff.

Spring Overcoat. Waist Length—16½; Full Length—40 inch; Blade Effect—Easy; Back Effect—Slightly Form Trace; Back Finish—Plain Vent; Shoulder Width—5; Shoulder Effect—Square; Shape of Lapel—Notch; Dimensions of Lapel—3½; Shape of Front—Single Breasted, Fly Front; Button Spacing—4½; Front Effect—Medium Chest; Style of Pockets—Regular; Sleeve Size—13 inch. Sleeve Finish—Plain Vent.

Rain Coat. Waist Length—17; Full Length—44; Blade Effect—Full; Back Effect—Box; Back Finish—Raglan; Shape of Lapel—Convertible; Dimensions of Lapel—3¾; Shape of Front—Double Breasted; Button Spacing—5x5; Front Effect—Full; Style of Pockets—Patch and Flap; Sleeve Size—14; Sleeve Finish—Split Sleeve, All Around Cuff.

Specifications for Evening Coats

Full Dress Coat. Waist Length—17; Full Length—39; Blade Effect—Smooth; Back Effect—High Side Seam; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Pointed Skirt; Button Spacing—4 at Top, 2½ at bottom; Front Effect— Full Chest; Style of Pockets—Welt Breast; Sleeve Size—10¾; Sleeve Finish—Cuff, Open Vent, Four Buttons.

Tuxedo Coat. Waist Length—15½; Full Length—30½; Blade Effect—Smooth; Back Effect—Form; Back Finish—12 Hook Vent; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions—3; Shape of Front—Slight Cut-away, Round Corner; Button Spacing—One Button at Waist Line; Front Effect—Chesty; Style of Pockets—Slanting Flap; Sleeve Size—10¾; Sleeve Finish—Collar, Cuff and Pockets Satin Piped.

Young Men's Extreme Tuxedo. Waist Length—15½; Full length—30½; Blade Effect—Close; Back Effect—Form; Back Finish—14 Hook Vent; Shoulder Width—4½; Shoulder Effect—Square; Rope; Shape of Lapel—Notch; Dimensions of Lapel—3; Shape of Front—Straight. Square Corner; Button Spacing—One Button at Waist; Front Effect—Chesty; Style of Pockets—Straight Flap; Sleeve Size—10¾; Sleeve Finish—All Around Silk Cuff, One Button.

Specifications For Men's Trousers 1922 (Based on 30-inch Waist)

Style Effect—Regular; Width at Knee—18½; Width at Bottom—15½; Plain Bottom—Optional.

Style Effect—Straight, Easy Hip; Width at Knee—17¾; Width at Bottom—15; Cuff Bottom.

Specifications for Vests for Spring and Summer

Young Men's Vests. Style—Single Breasted; Bottom Corners—Long Points, Sharp Cut-away; No Collar; Length of Opening—15; Length—27½; Number of Buttons—5; Style of Pockets—Welt.

Young Men's Vests. Style—Single Breasted; Bottom Corners—Long and Sharp; No Collar; Length of Opening—16; Length—27½; Number of Buttons—Six, Set Close Together; Style of Pockets—Top Inlaid Welt, Bottom Pockets Flap.

Continued on page 86

Appealing for the Farmer's Trade

M. S. Goss of Dunnville Believes That the Farmer This Fall is Like the Man from Missouri—He Has to Be Shown that His Dollar Will Do More Work than It Did a Year Ago—Comparative Values—A Striking Circular

RETAILERS whose business is largely dependent upon farmer trade are facing a situation this fall that requires special treatment. This at all events, is the opinion of M. S. Goss, clothier and furnisher of Dunnville. Mr. Goss says that about 75 per cent. of their trade comes from the farmers in that section of the province. Now, the farmers believe they are in a class by themselves these days, not only in regard to matters of government but in economic matters as well. In the readjustment that is proceeding they feel that they occupy a somewhat unique position. In a word, "they are from Missouri"; they have to be shown that there is some good reason for the fact that their produce is considerably nearer pre-war prices than manufactured articles. They are going to market with their produce and are accepting a price that shows a greater proportionate recession than the prices for the merchandise they buy with the money they have accepted for the result of their toil.

The conclusion at which they arrive is that they will not buy unless they have to or unless prices show that the manufactured article is down in the same proportion as the article they have sold on the market square. So far as they are concerned, the dollar is very near its pre-war value when they sell but it is still considerably above its pre-war level when they buy.

How To Meet It

"The farmer wants to see that his dollar will do more work than it did a year ago," said Mr. Goss to Men's Wear Review, "and I don't blame him for that. He is asking to be shown that his dollar will do more work than it did in the fall of 1920. Then, why not show him? Our trade here is very largely derived from the farming community. I believe that the farmers have the money to spend, but we have to show them that they can spend it to advantage. In my advertising this fall, as well as in window display work, I am going to keep that uppermost in my mind--that people are looking for an opportunity to make their dollar go considerably farther than it went in the fall and winter of 1920. If I can do that sucessfully--and I believe that it is possible to do it because of the big drop in prices in many of the men's wear lines -then I see no reason why trade should not be almost as good as a year ago." Mr. Goss has had a very good year to date; nearly every month has shown an appreciable advance in returns over the corresponding month of a year ago.

Striking Advertising

Mr. Goss stated that in his fall circular he would play upon this note with all the strength he could. "Take a blue serge suit, for instance," he said to Men's Wear Review. "Last fall it would take about $65 to buy a good blue serge suit. In my fall advertising, both circular and newspaper, I will draw an effective comparison showing what that same $65 will purchase in the fall of 1921. I will be surprised if it is not possible for a customer to pretty well outfit himself this fall for the $65 that he paid for a suit of clothes a year ago. The farming community around here will not buy till their needs require them to buy. I think they have the money to buy, but I am equally certain that they will not spend it until they see that each dollar is a bigger one than

Continued on page 64

Interior view of the M. S. Goss store of Dunnville, Ontario. Mr. Goss is on the right of the picture.

This exceptionally smart one button straight front sack suit was originated by the Campbell Clothing Company of Montreal and shown at the Designers' Convention at Rochester, N.Y. last month.

This model correctly forecasts the trend in young men's suits for spring 1922, along the latest yet moderately conservative lines, completely in accord with the tendency to avoid anything freakish or extreme.

Shown by courtesy of the Campbell Clothing Company, Montreal.

APPEALING FOR THE FARMER'S TRADE

Continued from page 63

it was a year ago and that the values we are able to give them here are just as good as the values they can buy out of town."

Aside from the newspaper advertising which Mr. Goss carries on aggressively, he gets out 2,000 special circulars which he sends to an up-to-date mailing list. These circulars he sends out early in October. He believes it is best to send them out when the farmers are ready to buy--a good time, he thinks is about the time of the fall fair.

The Ely Limited store at 78 Sparks Street, Ottawa, has recently been taken over by J. A. Delahay and E. M. Delahay who will operate this well known men's store under its former name. A continuance of the former firm's well known policy of carrying nothing but high grade merchandise will be strictly maintained.

Glove Styles For Spring

Capes and Suedes Continue Popular— Prices Show Appreciable Decline

Men are not wearing as many fabric gloves as formerly and this line is likely to receive little prominence by buyers when next spring's merchandise comes up for consideration. Capes and suedes will continue to grow in popularity for both fall and spring, it is stated by one leading Montreal house, which is also sponsor in a very fine line of "cape-suede" gloves made of finest French lambskin. Other leading lines particularly appropriate for spring wear will be light roundseam suede, piqué moche and piqué suede. For immediate and winter wear these same styles are offered lined with glove silk, which are both serviceable and dressy.

Domestic made gloves in slightly heavier weights but closely resembling the above styles are now on the market in both lined and unlined styles. The former are featured in tans and greys.

Glove buyers should be especially interested this season in the wide range of rip-proof or imitation hand-sewn suede gloves, which are made in three good shades of grey, putty and reindeer with black contrasting stitching. These are expected to be the leaders in men's dressy gloves as they are without doubt the smartest styles yet introduced.

Washable Capes

Washable cape gloves are to be again in vogue, and are offered in at least five different shades with black broché backs, prix-seam sewn. Tans are said to be outselling all other colors, but browns and greys are exceedingly good. In these washable gloves, beaver and mastic are proving very satisfactory. Although they tend to soil quicker than the darker shades, they can be very easily washed.

The demand for motor guantlets is now on the increase since prices have become more reasonable, and soft cape styles with unstiffened cuff, in either black or brown are again featured with several new effects. A very distinctive motor guantlet is made of finest tan leather with an extra long cuff, with a gore and two wrist straps, buckled with metal clasps. This glove is provided wth a detachable knitted wool lining, which can be worn in winter for cold days but removed as desired, without affecting the appearance of the glove.

For Formal Wear

In the range of gloves for formal wear, a very fine line of pearl grey suede is being featured by a Montreal house for weddings and other afternoon functions, while for dancing, it is expected that the all white glacé kid without contrasting colored stitching, will continue in as good demand as ever.

The prices quoted for fall and spring show a satisfactory decline over last season's, but it is stated that the market is remaining very firm, so that no further change can be expected before next year. From the importers comes the word that raw skins are very scarce, in fact there is hardly any raw cape to be obtained from Africa today. The present price on gloves which is approximately 33⅓% lower than that of 1920, is therefore regarded as being about the lowest for some time to come. Only about 50% of the normal amount of buying is being placed and fear is expressed that October will bring a rush which cannot be promptly handled. Furthermore, owing to the universal lightness of stocks prices may have to be advanced if the demand proves unusually heavy.

This exceedingly smart rainproof utility coat is designed on the newest military lines and will prove a remarkably good looking as well as a serviceable all round top coat for early fall wear by the boy or young man.

Developed in many different shades of heavy English gabardine, the new raincoats are built to stand hard wear in every particular. They are half lined with changeable silk of heavy quality and possess that swagger cut and finish which characterizes imported garments. Shown by courtesy of Schwartzman Brothers, Montreal.

NEWS OF THE CLOTHING TRADE

J. G. WATERBURY of Newcastle, has purchased the men's wear business recently owned by Russell Momson.

ORMOND J. BUSH has opened a men's wear store in Burlington, Ontario.

C. G. BADEAU has opened up a first class men's furnishings and dry goods store at 196 Locke street, Hamilton.

R. J. DEIR'S store in Gananoque was burglarized on August 14th, when some $3,000 worth of merchandise was taken out. This was removed on a truck that was also stolen. The robbers, however, had ill-luck, for their truck got stuck in the mud about three and a half miles from the town when both truck and merchandise were recovered.

TWO SCHEMES of the British government to standardize clothing have failed.

A. J. MATTHEWS has opened up a new men's furnishings store at Swan River, Manitoba. R. H. Elliott is the manager of the store.

FRED BARBER has opened a new men's wear store at Hamilton street and Eleventh Ave., Regina.

W. H. INGLIS & SON of Brantford are not to give up business in that city as was announced some time ago.

A new men's store has been recently opened on Sparks Street, Ottawa, under the name of the Unique Clothing store, managed by Rupert & Chester, two young men who have had considerable experience in the business. The new store is attractively decorated in a mahogany finish with the usual fixtures and display cases. An upstairs office is located on a mezzanine floor. Their fall opening will usher in many interesting developments in the way of improved service features.

Several rolls of cloth and a number of suits were taken from the store of Joseph Fleasher, Tailor, Elgin St., Ottawa, on a recent Sunday morning. Hearing a noise the proprietor, who lives over the store hurried down but was too late to get any glimpse of the unwelcome visitor or visitors. The loss is stated to be about $250.

Nap. Lafleur, who conducted a Tailoring establishment on Rideau Street, Ottawa, for a number of years and has lately been engaged in the barbering business, died suddenly in the office of a local doctor after receiving an electrical treatment. Death was the result of an attack of heart disease.

J. K. WALLACE, SALES MANAGER FOR CROWN TAILORING CO.

J. K. Wallace, who is a well known figure in the clothing field in Canada, has recently been appointed sales manager for the Crown Tailoring Co., of Toronto. Since the organization of the Wm. Leishman Co., Mr. Wallace has been prominently identified with that firm, during which time he made many friends in the clothing trade. Prior to this, Mr. Wallace was for many years with Arthurs of Glasgow, Scotland and in that time gained a very valuable knowledge of the woollen trade. It is Mr. Wallace's intention to adopt as a slogan for the sales' force, "Crown your customers with Crown clothes."

Stanley Brandham stated to Men's Wear Review that it was their intention to make a complete line of tailored ready for service clothes at popular prices which will be presented to the trade in an individual manner.

Mr. Wallace's many friends will wish him well in his new field of activity.

Thieves paid a visit to the factory of the Hull Clothing Company, 43 Montcalm Street, Ottawa, and helped themselves to 100 pairs of trousers valued at about $1,000 and then called upon the National Cap Company, who occupy a floor below the Clothing Company, and picked out about $100 worth of caps, departing without leaving any clue that has helped the police although they are working hard upon the case.

J. K. WALLACE,
New Sales Manager for the Crown Tailoring Co. of Toronto

FUR AND CAP INDUSTRY BECOMES OF FAIR EXTENT

A preliminary report on the hat, cap and fur industry of Canada for the year 1919 has been given out recently by the Dominion Bureau of Statistics. The report covers the operations of 208 individual establishments, of which 94 were in Ontario and 76 in Quebec Province. The total capital invested was $14,553,814. Salaries and wages aggregated $4,145,462 for the year. The records show that the number employed was 2,304 male and 2,232 female workers. The average working time of all establishments was 258.8, days on full time and 12.7 days on part time during the year. The average working time per day was 7.8 hours and per week was 45.2 hours.

Materials used had a cost value of $12,027,858, including raw furs, and skins valued at $3,230,477, and dressed furs and skins valued at $3,447,284. The total value of manufactured products was given at $20,790,334. Ladies fur coats and jackets were the biggest item, with 16,885 of these having a total selling value of $4,093,656. Cloth caps were second in importance with a year's production of 2,273,421 valued at $3,401,151.

Straw hats and shapes to the number of 1,541,777 were made, with a selling value of $1,868,231, indicating that most were sold in semi-finished form.

OPEN MONTREAL BRANCH

The National Pad Company of Toronto announce the opening of a branch factory in Montreal which will enable them to take care of the expansion of their business in manufacturing shoulder pads and fronts of every description. Owing to the fact that Montreal is the home of a very important part of the fur garment industry, the National Pad Company is now featuring a complete line of furriers' supplies in the better qualities, as well as a full stock of pure Irish linens, canvases, hair cloths, linings and pocketings. The Montreal factory is maintaining an output at present of 10,000 pads a day, but it anticipated that in the near future facilities will permit even greater production. The location of the new branch factory and office is at 1620 Clarke Street, Montreal.

LARNER CARTER & Co., have moved from Atlantic Ave., Toronto, to 163—187 Dufferin street which is now the home of Headlight Overalls.

The Markets At A Glance

Manufacturers Say They are Beginning to Feel Consumer Demand Because Retail Stocks Are Well Cleaned Up—Clothing Prices For Spring Likely To Be Little Lower—Business in Other Lines of Men's Wear Trade

MANUFACTURERS and wholesalers state that they are beginning to feel consumer demand. In other words, they believe that retail stocks throughout the country are pretty well cleaned up and that the retailer, in his buying, is now keeping step with the demand from the consumer. What that demand will be is still in the lap of the gods so far as fall business is concerned, but with the reports that come from the western provinces to the effect that the crops will be a very good though not a bumper yield there is reason to hope that the season about to open will be a good one. Aggressive retailers are already after fall business and Men's Wear Review has talked with some who, even in the middle of August, had shown some fall suits and overcoats and had got good business from these early displays.

There is little or no variation in the price tendency. The first indications of spring lines point to immaterial reductions that reflect recessions in the price of raw materials. Labor costs are substantially the same as a few months ago. With a change in freight rates there may be a little further reduction in the cost of goods delivered; but for the most part spring prices will change but little from fall. The change between fall prices and those of last spring is greater than the change will be between fall and next spring.

Clothing

Manufacturers of high grade and stock clothing state that the high grade lines are being picked up first but that merchants seem afraid to purchase lines for stock that cannot be sold at $30 and $35. They seem to figure on this as the popular price for fall. It is still true that houses manufacturing very high class lines are quite busy. Some of them are working, and have been for some time. Whatever may be the outlook in the clothing industry the fact remains that there are a number of new houses opening their doors in both Toronto and Montreal, believing that the present is a very good time to commence because they feel that raw materials are down to rock bottom and that labor costs will not decline much if any more. Looking ahead in the next manufacturing season in clothing which begins about the first of December, we are informed by one of the executives of the clothing association in Toronto that there will be little if any reduction in the schedule for spring work. With rents, fuel and the other big items of the household expenses as they still are—unchanged from a year ago—they do not feel that any further reduction of any consequences, if at all, can be made.

There is a good deal of spring materials for clothing appearing on the scene and next spring promises to be a bright one. Colors will be gayer and there will be a return to some of the fancy weaves that have been lost sight of since the early days following the war. Manufacturers say that the next spring season will be a good one for the retailer from the standpoint of being able to offer something to the consumer that is bright and appealing. Prices will be a little down owing to the drop in prices of English and Canadian woolens and in trimmings. This, however, will not be substantial.

Shirts And Collars

The price of collars is now down to $2.00 a dozen, allowing a little better margin of profit to the retailer.

Prices for spring shirts have not yet been announced because the shirt manufacturers are awaiting the word of the Dominion textiles with regard to the cotton prices. There are good shirts to be had now as low as $15.00 a dozen and there still continue to be many retail shirt sales all over the country. One or two new shirt firms are springing up and have already secured promising business.

Hosiery And Neckwear

There is a fair amount of business being done in hosiery though there is little or no placing ahead. Men's Wear Review has heard of a few cases where retailers have missed some exceedingly good lines of English hose because they did not place for their legitimate requirements when the opportunity presented itself. Indeed, this is the case in a number of lines other than hosiery. It is, perhaps, as well for retailers to bear in mind that manufacturers have also cleaned up their stocks pretty well and are now back to the basis where they will only manufacture at a profit. One knit goods manufacturer stated to Men's Wear Review that their stocks were absolutely cleaned up and that they would not go ahead to manufacture anything until they received orders for goods. In other words, they would not speculate with the possibility of glutting the market with distress goods later on. Placing for legitimate requirements will help all round, and the retailer can render great assistance if he will bear this in mind.

Neckwear men are also doing a fair business for immediate delivery. Those who have been supplying the wholesaler believe that his stocks are well down and that he will be in the market again. Stripes are still very strong and are likely to be so for spring as well. Some very pretty silks are being shown for holiday wear at prices that are very inviting and will afford a good margin of profit. Some manufacturers claim, however, that a number of retailers are taking too wide a margin on their neckwear and are holding up production on that account.

Hats

Canadian hat manufacturers are very busy at the present time getting out fall orders. Already, too, there are some repeat orders for the finer grade of velours coming in from the west; we know of one firm that is working overtime to meet the

Lefts—Brown felt, 5½ x 2 3-8, 30 line band, outside welt, semi-tapering crown, back bow. This hat is shown in light tans, light steels and blue greys, browns and pearls. Contrast bands are used.

Centres—Fancy braid straw, 3½ x 2, 30 line band, back bow.

Rights—Ramie mixture, 5 5-8 x 2¼, 24 line band, inner welt, and with contrast bands. This hat is shown in lighter tans and steels and blue greys, in browns and pearls.

Hats shown by Biltmore Hats, Ltd. of Guelph.

demand. The sale of imported lines still continues on a fair basis. There have been some recent reductions in one English line of felts wherein a line that formerly sold at $60.00 is now $40.00.

Some travellers have been out on the road with straws for next summer but have not received placing orders of any account. One manufacturers' agent told Men's Wear Review that there was doubt in the minds of the retailers about the price; he is evidently looking for further recessions. Retailers are interested in the straws but buy little. The range of next year's straws will be a very wide one; several of them are shown in this issue of Men's Wear Review.

Underwear

Placing for underwear amounted to very little and there are still many merchants, or were the first of September, who had not bought their fall and winter stocks as yet. What lines have sold have been the finer ones. Many retailers have not yet forgotten mid-seasonal reductions on standard lines a year ago. There is every reason to believe that this will not be repeated this year by, at least, some of the leading firms becauses prices have been guaranteed until the end of the year, making it safe for the retailer to buy sufficient quantities to meet his needs until that time. In talking with a manufacturer along this line some time ago he stated that what the retailer was looking for in this and every other line was a guaranteed price so that he could feel reasonably safe in going ahead with placing orders.

Referring again to the question of hats, it seems that in this line as much as any other there is a desire for a guaranteed price. Mid-seasonal cuts are disturbing to both the retailer and manufacturer; the retailer can hardly be blamed if he hesitates to place when he feels that further reductions will occur. It would seem to be a good time for a better understanding between hat men.

Fall opening display of J. H. Blumenthal's store in Montreal.

Retail Merchants Asked to Co-operate with the Government in Problem of Unemployment

Results Of Action Taken By Premier Drury To Get Prices Back to Normal Basis Where Commodities Are Sold at Replacement Value — Bearing of Problem On Unemployment — Retailers' Representative on Advisory Committee Makes Strong Appeal

SOME time ago Premier Drury called a meeting to which he invited three representatives from the following organizations—manufacturers, wholesalers, retailers, banks and financial institutions, farmers and labor—to discuss ways and means whereby the wheels of industry might be kept turning and employment given to thousands of men now idle, and, at the same time, to keep the present army of workers as fully employed as possible. The Premier declared that there was a key to the whole situation if it could be found and he asked for a frank and open discussion with a view to finding out what organization or organizations, if any, were not doing their share toward getting business back to a normal basis. It was pointed out that the public were not buying as they ordinarily would if they felt that prices were down to bedrock. Individuals and firms were not building because prices on building hardware, lumber and builder's supplies were not down to where they should be. Labor, it was felt, should be cheaper. Maunfacturers, wholesalers and retailers should be willing to sell their commodities at a price at which they could be replaced at today's market value and it was quite obvious that if all the organizations co-operated with this end in view and the public made aware by a well-organized publicity campaign it would not be long before business in all lines would be back to normal and the extra demand that would be created for the different lines of manufactured articles would give employment to the thousands of men now out of work in towns and cities all over Canada.

On a Working Basis

Just how to give the practical turn to these suggestions was a matter for consideration and at the second conference called by Premier Drury a resolution was passed authorizing each trade section to send in the name of one man to represent it, thereby reducing the size of the committee to seven men with the Premier as chairman. The office of this committee was to act in an advisory capacity to the government on this all-important matter. I have the honor to represent the retail merchants of Ontario, taking in all the trade sections, and I will do my utmost to advance your interests at all times. At the same time, I must pass on to you the criticisms of the committee and if these criticisms hurt it must be because there is some justification for them. They may not be for you individually but for others in your particular trade section and it is up to you to help to rectify what difficulties there are.

Important Resolution Passed

When this special committee met on August 17th. they drew up the following resolution:—

The Committee on Unemployment, having considered that the resumption of activity can be reached mainly through normal channels of employment instead of through special relief works, and believing that this end can be reached by facilitating the process of price reduction to normal levels, thereby stimulating consumption and production, agrees:—

I. That Labor shall be asked to take willingly a reduction in wages proportionate to progressive decrease in cost of living.

2. That Manufacturers should be asked to take a price for goods on hand equal to the cost of replacement, having regard to decreased cost of raw material and of labor used in manufacture.

3. That wholesalers should be asked to sell goods on hand at replacement prices.

4. That Retailers should be asked to sell at replacement prices.

5. That, believing that costs of building at the present time have been considerably reduced, and can be further reduced, those desiring to build should be encouraged to ask for new tenders on their proposed work; and that building contractors and builders' supply people should make a special effort to reduce prices to a minimum in order to restore this important key industry.

6. That Banks and financial institutions should be prepared to co-operate to the utmost with all productive enterprise by allowing all reasonable credits and by decreasing rates as rapidly as conditions may allow.

7. That farmers should be asked to maintain reasonable production, and in the event of a proportionate reduction being reached in other lines, should be prepared to make needed improvements and betterments.

As the executive of each association should be given an opportunity to reject or adopt the resolution as it affected their particular association, it was deemed advisable at the time to treat the matter confidentially, but as the Premier has made reference to it in a recent address and as the executive of our various trade sections have been given an opportunity to deal with the matter and have unanimously adopted the resolution, I feel free to use it for publication. The resolution is of sufficient importance to show how vitally urgent it is for all retail merchants to co-operate in every possible way. According to good authority this co-operation is not being manifested by all our trade sections at the present time.

Case of Shoe Men

For instance, at the joint meeting of all the trade sections at which it was agreed that all retail merchants should sell at replacement prices, the shoe men came in for some criticism. It was shown that some shoe merchants bought shoes at a fair market price and offered them at 100% profit. It was stated that some merchant tailors could not justify the prices they were asking. The butchers were criticized for the prices they were asking for some cuts. The result of these criticisms was that a special committee was appointed to gather any further information that would be of assistance to the Advisory committee so far as it had a bearing on the retail.

An Obligation

As your special representative, I earnestly entreat of you that you live up to your obligation to dispose of your merchandise at the lowest possible price and in no case ask more for your goods than the price at which they can be replaced at today's market values. Any merchant who does not do this is standing in his own light. Not only that; he places his fellow-merchants in a very unfair light because the section, as a whole, must suffer for the wrongs of the few. We have a golden opportunity to play our part and let us play it well. It may appear hard to face the real issue if you have not already faced it but you may be sure of reaping the reward in the end and there is a great satisfaction in feeling that you have done your part in bringing business back to normal basis and thus helping to solve problems of unemployment which will always bring distress and hardship to a considerable proportion of our population.

Announcement

The announcement was made to Men's Wear Review by officials in charge of the French train exhibit that, following the trip through the west, the train would return to Montreal and remain there for some three months. During that time not only the present exhibit but additions to it of new merchandise from France will be seen and will be accessible to the Canadian buyers.

(Continued on page 80)

"Optimism and Caution"—Retailers' Watchword for The Coming Winter

Optimism in Selling and Caution in Buying Says Montreal Manufacturer—Liquor Purchasing Has Affected Men's Clothing Business—Settlement of World Problems Will Usher In Another Wave of Big Business

APART from the trend of style in clothing next season, there is another aspect which merits a word of comment, namely, the economic outlook from the manufacturer's standpoint. Never before has this side of the clothing industry been the subject of so much conjecture and warm discussion, for seldom has any parallel in industrial conditions been recorded in the history of Montreal. Unemployment has become the burning question of the day.

Discussing the situation with Men's Wear Review this month, a leading manufacturer spoke as follows: "It goes against my principles to admit that things are very bad, because it is only the logical development of all the abnormal conditions in the industrial world, a crystallization of climaxes or a crisis, if you like, after which we may expect a steady recovery once again. It is fortunate in a way that all retailers and manufacturers across Canada are more or less affected in the same manner. Uniformity in prevailing conditions goes a long way towards assisting in the solution of whatever problems exist. It is a fact that those who have the money are still buying, but those who have not, cannot purchase or dare not, for fear of what is ahead.

Retailers Lose Money

"I know that retailers all over Canada are losing money and I believe that they are wise to curtail all expenses, buying only what they really need. I think however, the time has come when they may put more faith in the manufacturer, since no reputable firm would for one moment encourage its travelers to push sales at any cost. On the contrary, I strongly advise retailers to cut down expenses to the very bone and cooperate with the makers to tide over this period of business depression. Let us all fight it out, realizing that it is not so much the fear of high prices as the absolute inability of the general public to purchase, which has brought about such chaotic conditions. I firmly believe that things are becoming steadier and that next spring must find us all on the up-grade. From my stand-point as a manufacturer, I am prepared to lose many thousands of dollars before next year, in order that I may keep going at all. We have not closed down yet, but it may be necessary to discharge a number of our workers. Costs seemingly cannot decline, so we are forced to take drastic steps.

Money in Liquor

"There is much ready money in Canada tied up in liquor at the present time which would have otherwise been in circulation. It is the immense demand for private supplies which would not have been laid in but for prohibition, that has lessened the amount of money spent upon clothing this year in Canada. When once all the chaos in Ireland, Russia and Greece is cleared up and capital gets over its timidity, I look for a sudden resumption of business such as we had a few years ago. Until that occurs, however, we must content ourselves to tide over the next few months with what philosophy we can, and concentrate upon ways and means to get every atom of business possible under the circumstances. Optimism and caution are the two qualities to be remembered by retailers this winter, the former as to selling and the latter as to buying. To sum it all up, it now takes intensified management in merchandising to meet market conditions, avoiding any pessimistic or depressing note and emphasising above all things, the vital need of buying clothing made in Canada, for of all other sentiments expressed in business today, none is more significant and compelling than this."

"It looks to me as if the unemployment situation is going to be quite serious this winter, and though I wish I could, I cannot share Senator Robertson's hopefulness on the outlook for the winter," said F. W. Stewart, ex-president of the Montreal branch of the Canadian Manufacturers' Association, and president of Cluett, Peabody and Co., of Canada, Ltd. Mr. Stewart was referring to the address of Senator Robertson to the Trades and Labor Congress in Winnipeg on August 22 during which the Minister of Labor declared that he did not agree that unemployment would be more serious in the coming winter than last year.

"I know nothing about a buyers' strike, and to my mind there has never been one," continued Mr. Stewart. "People have only been buying what they require, which is quite natural. I cannot see that with the purchasing power of the people what it is the retailer will be able to order goods on any heavy scale during the next few months. It makes it very difficult for the manufacturer to operate on a sound basis, and it does not look good for employment.

Orders Small

"However, some industries are beginning to get orders, but they are very small, not big enough to put them on a profit-making basis, and from my point of view the outlook is not good. I think that in a few months there will be some improvement, but I do not look for anything perceptible at present."

NEW FIRMS STARTING IN BUSINESS

The Columbia Shirt Co., Ltd., of Canada is the name of a new firm that has recently started in business on Wellington street, Toronto. This firm will specialize on high class shirts for men, boy's blouses and men's nightshirts. Mr. Kaufman, who is the manager of the new firm, states that he believes there is a good opening for their lines and they are running at full time at the present.

Picture of new store recently opened at 250 St. Dennis Street, Montreal, by D. A. Gagnon, next door to the St. Dennis Theatre.

Ottawa Store's Publicity Methods

Some Successful Ideas Worked Out by Macdonald's Store at The Capital—Issues a Dress Chart for Well-dressed Men—Effective Personal Letters—Getting Out of a Rut—Other Features.

"BEING well dressed is simply a matter of knowing where to buy your clothes" is the significant statement posted up on one of the walls in Macdonald's Men's Wear Store in Ottawa, Ontario. It is only one of the many attractive and often times epigrammatic slogans featured in a similar manner inside the store and in its windows. But there is more in these little show cards than meets the eye at the first glance and they are by no means expressive of a merely idle boast. According to Mr. Macdonald, this sort of publicity must be very carefully gotten up, avoiding any sort of vain boasting and use of catch phrases which sound well but mean nothing. The card should emphasize the various merits of the store and its service in as original a vein as possible, and should attract the eye not only by reason of their originality of wording but the artistic manner in which they are prepared. In the case of the show cards in the Macdonald store, the lettering is done in dark blue, not particularly large as to size, but uniformly done in a kind of Old English script which is distinctly arresting in appearance.

Two-fold Appeal

In speaking of the show card quoted from above Mr. Macdonald pointed out that there are two things in it which appeal to the average man, which may be very well considered by any men's wear retailer. First of all, the matter of being well dressed is, of course, the secret aim and ambition of every customer who enters the store, whether he mentions the wish to own a "smart" suit or hat, or not. The customer may apparently be considering price and value and all the other details incidental to economy such as is practised to a great extent this season in matters relating to dress, but underneath it all, there remains the same old longing to look a little better than ever before. The customer may not be finicky about correctness carried to the "nth" degree, such as would preclude his wearing comfortable wool hosiery in favour of silken affairs, during afternoon functions at Government House. He argues that nobody is going to see them anyway. But just the same the customer wants to know what is correct and what is up-to-date without having literally to drag such information from the sales clerk who waits upon him. And just because a store happens to serve a large number of men who habitually purchase nothing but necessities in daily wear from week to week, it does not follow that a retailer should regard the finer niceties of dress as of no consequence to himself or his staff. Mr. Macdonald argues that one should be posted up to the very minute in what is being worn by smart men everywhere, so that a hint dropped here and a little explanation there, may impress customers with the fact that the secret of being well dressed lies with the selling staff of that particular store, to be freely offered to anyone requiring enlightenment.

Uses Dress Chart

As a further practical illustration of Mr. Macdonald's methods along this line he explained to Men's Wear Review that for a man to take especial care of his appearance, and owing to the increasing number of inquiries in this connection which he was receiving from his customers, he decided to issue just a neat little chart indicating every thing essential to correct dress at all times, and place one of these in each parcel leaving the store. The charts show what attire and accessories are required for formal and informal occasions, sports, business, weddings, etc., and bear the imprint of Macdonald's Men's Wear Store. These charts are more often than not posted up on the wall in the customer's home to be consulted whenever an occasion arises, such as the numerous receptions at Government House or other exceedingly formal vice-regal ceremonies. "This costs so little and means so much to the customer," remarked Mr. Macdonald, and

Interior view of Macdonald's men's wear store in Ottawa. A feature of this store is the handsome inlaid tiled floor which ensures perfect freedom from dust.

as we take the greatest care to see that the chart is correct itself, we know that its advice is infallible."

Personal Letters

Besides the charts, the Macdonald store sends out a personal letter to its customers in the fall and spring, announcing the arrival of each season's new merchandise. The letters are carefully thought out and attractively prepared and in a great majority of cases, the recipients drop in to the store immediately to see what is new, thus demonstrating that the personal letter still is a satisfactory business getter in Ottawa at least. Just before the first of every month the Macdonald store also sends out to all its customers a very artistic blotter, featuring a picture of a series, such as the cathedrals of England or some such subject and also bearing the calendar of the month and the name of the store. These little blotters are so attractive in appearance and so useful that the recipients invariably use them in preference to any other kind and in consequence, the name of the Macdonald store is to be found upon the desk of practically every prominent business man and politician in Ottawa. This form of advertising brings in splendid results, also, at a cost of approximately $150 a year, which sum could not possibly be better invested, according to Mr. Macdonald.

The store is the proud possessor of a very individual and distinctive crest which is used upon the boxes and other containers in which merchandise is sold, as well as to adorn all the various publicity mediums employed.

Getting Out Of a Rut

Besides his careful oversight in all matters relating to masculine dress, Mr. Macdonald believes that the store itself is still another factor in attracting customers. A man will naturally shop at the store where he feels most at home and where he believes the service is best. "It is not necessary to do sensational things to get business," said Mr. Macdonald, "but it is fatal to stay in a rut." Therefore, although the policy of the store is against the holding of sales. yet Mr. Macdonald felt it advisable to hold one during the month of July, during which a substantial cut in prices was made, resulting in a wonderful run of business. The stock was so quickly disposed of, that the coming fall finds the store in an unusually good position.

Store's Appearance

The appearance of his store is still another matter of pride with its proprietor, who pointed out that light and space were two extremely important factors where service is concerned. Customers appreciate the fact that they can judge colors and fabrics by day light, in an uncrowded space, and in both respects the Macdonald store is unusually well planned. The front and sides are glassed in above the display windows, thus providing an unusual amount of sunlight all round. Another unusual feature is the floor which is entirely tiled in mosaic work of fine marble and which is kept in a state of scrupulous whiteness, most attractive to the eye and effective as means of eliminating dust and extra work. The ceilings and walls are also of pure white, while the woodwork is of highly polished oak. Quantities of plate glass abound in show cases and wall cases alike everything, in fact, bearing the conception of a setting worthy of fine merchandise. Thus, the idea expressed in the slogan "Being well dressed is simply a matter of knowing where to buy your cloths," is admirably lived up to, from the standpoints of merchandise, service and surroundings, and it is not to be wondered at that people are irresistibly attracted to this store in ever increasing numbers."

Spring Shirt Prices Await Announcement on Piece Goods

Present Prices Below Production Costs—Good Shirts Now for $13.50—Stripes Will be Strong for Spring—Collar Prices at $2.00 Likely to Remain

MONTREAL shirt manufacturers have made no announcement regarding next season's prices in any of their lines, owing to delay on the part of the textile mills in announcing their spring prices on piece goods. It is expected that travelers will start out by September, however, and it is hoped that business will improve considerably by then. Prices as at present quoted are away below actual production costs, one prominent manufacturer explaining that one of his lines at present priced at $18 was $32 last spring, and another line, equally good, which was $42 is now down to $27 a dozen. "It is possible to obtain a really good shirt to day at $13.-50 a dozen," said this manufacturer, "this quotation being based upon spring prices for piece goods. We anticipate that there will be quite a demand for shirts with the attached collar, since the demand from the consumer became pronounced enough this season to warrant us in turning out quite a quantity of this style. Retailers told us that Canadian men would not accept this idea but they ultimately found themselves mistaken."

Domestic Lines for Shirts

Another shirt house interviewed by Men's Wear Review stated that they were prepared to do at least 75% of their spring shirt business upon fine prints of domestic manufacture, having selected and designed an unusually artistic range of patterns for their own use. Little English goods will enter into spring shirt lines, on account of the continued high cost demanded by British textile firms. Canadian mills have however turned out such exceedingly satisfactory materials with colors and designs so closely approaching the real woven prints, that they are considered quite as suitable as the imported goods. Printed percales will be just as popular as ever in addition, and are especially attractive in a tiny sprigged design shown in a range of three shades, of blue, mauve and green.

Stripes will decidedly lead in patterns for shirtings for spring 1922, and preference will be given to the finer and less pronounced stripings. One house is in favor of introducing a line of pearl grey shirts, claiming that this tint will be universally serviceable and dressy. It is thought however, that such a shade will not be becoming to the majority of faces, and care should be exercised in the selection of this line.

So far as stocks of distress merchandise are concerned, it is believed that they are entirely absorbed, and that they will have little influence upon regular market conditions.

Collars

Canadian manufacturers express themselves as decidedly dissatisfied with conditions in the collar business, especially in regard to the stand taken by American competitors who are endeavouring to introduce their lines on a par basis in this country. Business being quiet in this line at present, it is difficult to make any announcement as to spring quotations. No hope is held out for any further reductions in prices, the makers claiming that conditions are not yet favorable for a cut in prevailing rates.The $2 a dozen rate is therefore likely to remain as the standard basis for some time.

The thin texture low collar has enjoyed phenomenal sales, it is said, and the makers say that it will continue to lead through the winter. It is no longer considered absolutely necessary to turn out new models in soft collars since this line has been permanently accepted as a staple and men are now wearing the style most becoming to their type irrespective of whether it is a recent model or not. Stiff collars led slightly in point of popularity over the soft variety, but the soft collar is maintaining its own for all the year round wear now.

The single ply soft collar has many advantages in its favor, including good appearance and facility of laundering, but when next spring is once more with us, the attached collar may make serious inroads upon regular business in this line.

J. E. Sansregret Chosen in Quebec

Succeeds G. J. A. Filion as President of The Quebec Branch of The Retail Merchants Association — Enthusiastic Interest Shown By Members In Recent Convention in Montreal— Matters of Interest to Every Merchant Tak en Up.

GENERALLY credited with being the most successful convention of its kind that has so far been held, the Fourteenth Annual Convention of the Retail Merchants' Association of Canada, Quebec Provincial Board, is now a matter of history. The convention, which was well attended, was held in the Place Viger Hotel, Montreal, P.Q., in mid-July.

From the accompanying photograph, taken on the steps of Frontenac Breweries, Limited, a good idea may be secured of the class of men who were present. There were a good many more but they were not on hand when the photographer pressed the button.

Officers of the Association.

The three smiling gentlemen right in the centre of the picture, front row, reading from left to right, are: Joseph F. Elie, First Vice-President; J. E. Sansregret, President, and M. Lapointe, secretary of the Quebec Branch of the Retail Merchants' Association, to whom "Men's Wear Review," is indebted for the information in this article. E. Sauve, Second Vice President, is the gentleman in the dark suit looking over the shoulders of Mr. Sansregret and Mr. Lapointe. Henry Walters, of Ottawa, may be seen in the grey suit to the left of the officials.

The convention was opened with an address of welcome by Ald. J. E. Sansregret, representing Mayor Martin of Montreal.

G. J. A. Filion, president of the Quebec Provincial Board, occupied the chair and extended a warm welcome to the visiting members. He thanked them for their attendance.

At 2.30 p.m. of the first day, an automobile promenade was made of the city and from 4 p.m. to 6 a tour of the Montreal harbor was made on the harbor boat, Sir Hugh Allan, through the courtesy of the secretary of the Harbor Commission, who accompanied the party, explaining all the works and plans for development. At the conclusion of the trip all were served with refreshments.

At 8 p.m. the annual banquet was held in the Place Viger Hotel and proved a big success.

President Filion Retires

Henry Watters, of Ottawa Ont., and treasurer of the Dominion Association, assisted with the ceremonies and delivered his address in the French language.

The Quebec Government was represented by Mr. Bladeau who, with President Filion, also spoke.

The convention finally got down to business at 10 a.m. on Wednesday, when the election of officers took place.

G. J. A. Filion who has so ably guided the association for the past three years, was again proposed as president, but declined to stand, as he thought it only fair to give someone else a chance.

J. E. Sansregret was then elected President; Joseph F. Elie, First Vice-President; E. Sauve, second Vice-President; M. Lapointe, Secretary, and G. Filiatrault, Treasurer.

A review of what the association has done for the retail merchant was given the members and problems facing the retail trade were also discussed.

The members, as a whole, took a more active interest in the association than ever before. The necessity for the retail trade being organized and the realization of the work done by the association brought about this feeling.

Little Behind the Times.

An interesting case brought to light during the convention was that of a man in a town in Quebec who, until he attended the convention, did not know the luxury tax had been removed from patent medicines, etc. He had continued to use and attach war tax stamps on his sales. He, needless to say, was not previously a member of the association.

The members of the association are particularly enthusiastic over the system of insurance which is handled through the association. This system is such that a member can insure his business or home, properties and contents, at the regular insurance rates and at the risk carried, receive a dividend on his premium. This year the dividend is 35 per cent. and during the past ten years it has varied from 25 per cent. to 40 per cent. This arrangement is only made with members of the Retail Merchants' Association and has been used as a wonderful means of increasing the ranks of the association, the dividend usually more than offsetting the membership fee.

Some Questions Taken Up.

Matters that have been taken up by the association with the Federal Government this year include the following:

Amendment to the law on opium and other narcotics.

Duty on American magazines.

Amendment to the law on fraudulent advertising.

Amendment to the Criminal Code to forbid hazardous competitions.

Amendment to the Criminal Code to prohibit such methods as were used by the Certificate Shoe Co.

Amendment to the Criminal Code to prohibit the Three Card monte game.

Amendment to the Criminal Code to prevent manufacturers from giving coupons.

Amendment to the law allowing an extension of time for the sale of oleomargarine.

Amendment to the law of Maple Products.

Amendment to the law on Failures.

Amendment to the law on gold and silver stamping.

Amendment to the law on weights and measures to the effect that the names of those who bale pressed hay will appear on each bale.

Optional regulation allowing merchants to sell wood by weight.

Amendment to the law on Weights and Measures to allow merchants to sell all fruits and vegetables by weights and to establish necessary standards.

Amendment to the Law of Interpretation, to define the words "retail merchant."

Constitution of a Committee appointed to appear before a special committee of the Senate whose duty it is to investigate the costs of transportation by mail of parcels and catalogues.

Study of the amendments to the Copyright Law.

Immigration: Re Merchant-tailors.

The "Friendly Spirit" with the Boys

Successful Handling of Boys' Department by Two Macs of Ottawa — The Use of Souvenirs Should be The Use of The Best—Keeping in Touch With Boys' Organizations—Salesmen, Not Mere Clerks

WITH the return of school days and the reawakening of interest in boys' furnishings and clothing in the stores which cater to boys of all ages, it seems a timely opportunity to suggest the idea of adding to or improving the facilities provided in the boys' department, so that customers may feel the more inclined to linger over their shopping. This idea was capably demonstrated to Men's Wear Review by Manager Gervan of the Two Macs of Sparks Street Ottawa, who has had a long experience in the matter of handling boys' trade in that city. According to Mr. Gervan, it is the personality behind the sale, and the art of being friendly which is the sales clerk's greatest asset.

"One cannot overdo the friendly spirit where boys are concerned," explained Mr. Gervan, "because one must strive first and foremost to please the boy and to win his friendship, or he will not think of coming back again to your store. It is a remarkable fact that boys are very sensitive to the treatment they receive at the hands of the sales staff in a store and the man who know how to handle boys successfully can build up the soundest business, one which will become the real foundation for all the rest of the store. If the store has ever given away souvenirs of a type which have a real appeal to boys, the youngsters will never forget this and will coax to be allowed to buy their new suit or hat where they got the gift. I have had boys say to me, 'I got a watch from you last year and it was a dandy. I told Mother to bring me here again.' Thus, friendliness and the presentation of some little souvenir will pave the way to a chatty and informal fitting, every minute of which will be a delight to the youngster and a pleasant relaxation to his mother."

Special Stand for Boys

"We are following the idea, recently adopted in American boys' stores, of having a special stand constructed for the child to stand on while he is being fitted in his suit or overcoat. I have found that mothers like to sit down and occasionally lend a hand in fitting the garment on the child, and if he is put on a chair or simply stands upon the floor, it is somewhat awkward to do this conveniently. By employing a little stand or bench, about a foot high, the child can stand up naturally and it is easier for the clerk to fit the clothing. Such a special stand as this appeals to both boys and parents because it has an air of being designed for their personal convenience and has no air of being a makeshift, as ordinary chairs do look all too frequently."

Only the Best Souvenirs

In the choice of souvenirs to be distributed to their youthful customers, Mr. Gervan strongly advises "only the best."

There may be times when a cheap trifle will have its appeal, but no boy will fail to respond to the gift of a watch that is positively "boy-proof" and which he can really carry for years, if he is ordinarily careful of it. The Two Macs actually gave away hundreds of these watches manufactured by one of the best concerns in the country, and which deserved their title of "boy-proof" by reason of a clever inner cover which was screwed on, defying even the most ardent mechanics who want to know 'how it works.' Besides these watches, the store has given away smaller souvenirs but of equally high quality, such as the best grade of lead pencils embossed with their name, rulers, etc., but the latest thing to be distributed is a very fine four-wheel scooter with a steering gear, which is better than the usual makes upon the market. The possessor of such a toy will be an enthusiastic booster for the Two Macs, and there will certainly not be enough of them to go round among all the young friends who will be dropping into the store through September.

Boys' Organization

According to Mr. Gervan, it is becoming more and more profitable to keep closely in touch with boys' organizations in the city, and the Boy Scout movement

Early fall display of boys' school clothing shown in August by Display Manager Beaudry of the Two Macs of Ottawa.

especially brings many youngsters into the store. As a member of one of the Troop committees, Mr. Gervan is perfectly conversant with the needs and scope of scout training and Ottawa boys now feel perfectly free to drop in and consult him whenever a problem arises, for nothing in the world is permitted to interfere with business talks between the head of the department and his young friends. Incidentally it was pointed out by Mr. Gervan that no store carrying boys' scouts' supplies should sell the same to any and every boy who asks for them. Membership must be first proved before a sale is made. This is a rule apparently honoured in the breach by many stores which are perfectly familiar with the regulations, that only scouts in good standing may purchase the supplies.

On Your Toes

This season, according to Mr. Gervan, the boys' department will need to apply the same concentrated merchandising methods which are being tried out by the men's sections, and the volume of sales must be kept up by every possible means. The introduction of merchandise is especially necessary this season, in selling outfits to mothers of school boys, and very careful attention should be given to the methods of salesmanship used by the staff. "In our store," concluded Mr. Gervan, "we pride ourselves upon having salesmen rather than clerks. Our men here are on their toes every minute, doing rapid fire business and we are exceedingly proud of the fact that practically every boy customer who has begun with us as a little fellow, graduates into the main store upon our advice, purchasing his first long trousers and later on still, his own youngsters' clothing, and this has happened fairly often throughout the past thirty-two years of our business. Building business for tomorow should be the idea in the mind of every sales clerk in a boys' department, and by actually selling to please the boy himself, and at the same time satisfying his mother, future sales are assured automatically."

OTTAWA MERCHANT OPENS OUT NEW BOYS' DEPARTMENT

Jess Abelson of Sparks Street, Ottawa, has recently opened an extensive boys' department in connection with his men's store, locating it upon the mezzanine balcony at the rear of the shop. This step was decided upon owing to the rapidly increasing demand felt by Mr. Abelson for clothing of boys between the ages of eight and seventeen.

"I estimate that there must be in the vicinity of 14,000 boys in the city of Ottawa, between these ages," said Mr. Abelson, "and I consider that I might just as well cater to them as to their fathers and brothers. The new department will be in readiness before school opens and I anticipate an excellent fall business in both sections."

Mr. Abelson intends making his name and store well known to visitors to Ottawa by means of many large billboards scattered along the roads and railways, stating the name of the particular line of clothing carried as well as the location of his store. The latter, by the way, is especially well chosen, being passed daily by thousands of persons. It is a well known fact that the Woolworth five and ten cent stores are always located just where traffic is heaviest and most people pass, so that any store which can secure a premises alongside is sure of having found probably the best site in that particular quarter. Jess Abelson's store is similarly located, and in the opinion of the proprietor, it is by far the best site in the entire city.

The new ties show quiet restrained colorings with inconspicuous designs both in flowing end styles and bow ties. Shown in the Montreal shops this month. Photo by Photo-Kraft Studios, Montreal.

INTO NEW QUARTERS

Schwartzman Brothers, of Montrea manufacturers of high grade gabardin coats, are now settled in there new quar ters in the Dubrule Building, Phillip Square, where they have opened up a large factory in addition to their gen eral offices in which the latest improve types of machines have been installed In addition to turning out there regula lines of men's and boy's gabadine coat in all styles, the firm is now specializ ing in girl's and women's coats as well reproducing the smartest and most ex clusive cut and finish, characteristic o English design.

Conducting "A Business Enterprise"

Outline of Some Simple Records That Gives The Merchant Information Vital to the Successful Conduct of Retail Business—Growing Disfavor for Merchants Who Neglect Business Records

(From the National Association of Credit Men)

THE merchant should know, and not guess, that the price at which he sells an article, or the price for which he contracts to do work, will cover the—

Exact cost of the article; or the
Exact cost of the material and labor used in the contract;
The proportionate part of the cost of conducting the business which the article or the contract should bear;
With a little for his living; and
Something besides.

He should again know, without simply estimating, whether all his sales or all his contracts at the end of any given period of time equal the first three items as above cited.

If they equal the cost as indicated, then there is no profit.

If they exceed the cost, then a profit is a reality.

No merchant can be easy in mind and fair to his business creditors or bank, or even the business public, who cannot tell whether or not his business enterprise is making a profit.

Are You Making a Profit ?

This can only be done by keeping certain records—commonly known as Books of Account.

Without books of account, a merchant unconsciously goes on the rocks or loses the chance of making his business profitable.

Why should he wait until the time when he finds he cannot pay his bills and hasn't assets enough to meet his liabilities?

Why should he, when certain simple records would give him information any time?

How can he tell what profits the business is making, even though he is meeting his obligations, unless he keeps certain records.

With this straight-from-the-shoulder message to all merchants not keeping records or books of account; and

Believing that they will realize the fact that present conditions will not permit a Business Enterprise to run without such records,

It is our earnest effort to make certain recommendations in the way of a general outline of very simple and easily kept records, which we shall call "books of account."

Our great desire being to render business service and to put sound props under every business enterprise.

Can Books Tell ?

The transactions that go to make up a day's work in any business develop either a profit or a loss. If a profit, it finds its way into capital or net worth —the net worth is increased. If a loss, the net worth is decreased.

Starting at the very beginning, then, a record of the merchant's investment in the business, his net worth or Capital (as it is termed) is necessary. Such a statement of net worth we will construct right here.

We begin with Assets, which term covers property or accounts of value such as are listed herewith and numbered from 1 to 6. The total of these Assets in dollars and cents, when compared with the total amount of Debts, determines whether a Business Enterprise is able to pay its debts and is therefore what we will call Solvent, or is unable to pay its debts—and is Insolvent. There should be at least $2 of Assets to every dollar of Debts.

Liabilities are the opposite of Assets (see items numbers 10 to 14), and to play the business game right, the object is to keep the Liabilities less than the Assets. The greater the difference between them, the greater the investment —therefore the success of the business.

ASSETS

1. Cash on hand and in the bank.. $
2. Merchandise on hand ..... $
3. Accounts owing from customers ..... $
4. Furniture, fixtures, etc..... $
5. Lands and buildings ..... $
6. All other items of value not in in above classification ..... $

Deduct from this

LIABILITIES

Amounts owing for

10. Merchandise ..... $
11. Borrowed money ..... $
12. Items of expense accumulated and unpaid ..... $
13. Lands and buildings (mortgage) ..... $
14. All other debts not included in above classification ..... $

Total Liabilities ..... $

Net Worth, Capital or Investment ..... $

So, the first thing that books of account tell us is: What is invested in a business at the beginning.

The next step is to make the investment earn money by the carrying on of business, whatever it may be, for the purpose of making a profit. We can increase our net worth by adding to our income. We add to our income when we make a profit on what we sell. So a merchant must construct his accounts so that they will show in addition—

1. Income;
2. Expenses;
3. Net profit or Net loss.

Income is what flows into the business, and the word itself suggests something that is moving and not stationary.

Opposite this is expense—the outflow of a business, and this term also suggests things that are in action and not stationary.

To arrive at the net profit or the net loss, it is absolutely necessary to record every transaction; so, we will group the classes of income and group the classes of expense.

INCOME

20. Profit on sales ..... $
21. Profit on contracts ..... $
22. Interest on bank balances .... $
23. Discount on merchandise purchased ..... $
24. Items of income not above classified ..... $

Total Income ..... $

EXPENSES

30. Rent (fair rate, if owner) .. $
31. Wages paid (not charged on contracts) ..... $
32. Allowed to merchant for his service (at fair rate) ..... $
33. Insurance on merchandise, fixtures,etc. ..... $
34 Interest on borrowed money.. $
35. Delivery expenses .....
36. Taxes of all kinds ..... $
37. Fuel and light ..... $
38. Charity ..... $
39. Bad accounts ..... $
40. General expenses not included in above ..... $

Total Expenses ..... $

When deducted from Total Income gives Net Profit, or Net Income ..... $

This net income, to the penny, will be reflected in Assets and Liabilities. Every penny of profit will either increase the Assets or decrease the Liabilities therefore decreasing the net worth. Every penny of loss will either decrease the Assets or increase the Liabilities, thereby decreasing the net worth.

Any business, no matter in what line of effort or what is the size of its capital, is subject to this principle.

Having explained how books of account—given names divided into four classifications: Assets, Liabilities, Income, Expenses—indicate whether a business is making a profit or a loss, we will now endeavor in a similar fash-

ion to offer some idea of how books of account (of a very simple kind) can be secured by a merchant and kept so he can tell accurately, with the least possible effort, what are the Income and Expenses, the Assets and Liabilities, the Profit or Loss of his business enterprise.

The Books of Account

Having reached in our development of the book-keeping process—or rather of the books of account that are needed in connection with the man's business—the kind of facts to record as to what happens from day to day, month to month, or year to year, we will say.

When the merchant buys merchandise and it is delivered to him, he charges to the business enterprise on the books of account, and credits the person from whom the goods are bought. When the merchandise is sold, credit at cost is given to merchandise, and the profit is credited to profit on sales. When a merchant puts cash capital into the business, he charges cash and credits the investment; and when payments are made for expenses incurred, he credits or reduces his cash and charges the items paid to various accounts involved.

The books of account, therefore, form the connecting links between a merchant and his business enterprise.

The old and customary form of book-keeping is what is known commonly as "Double Entry," involving cash book, cheque book, purchase book, sales book, journal, sales ledger and general ledger. When a merchant is in a position to keep such books, or can afford to hire a book-keeper for the purpose of keeping them, there are none better.

For some enterprises, however,—and it is to these that our present message is addressed—we will retain the idea behind double entry book-keeping, namely, a system of balances, dollar for dollar, on each side of the account; but endeavor to do it with a few simple books of account.

After thinking the matter over with the utmost care, we are recommending principles and methods which any merchant can apply, that can be embodied merely in two books—the Cheque Book, and the Entry Book ruled as a double entry ledger, which will serve the purpose of a ledger and a journal. These two books, with files for bills and other papers, will be sufficient for the business enterprise which we are aiming to reach.

The Entry Book or ledger should be divided into five parts—

Assets	1st.
Liabilities	2nd.
Income	3rd
Expenses,	4th
Journal,	5th

The merchant will keep these in mind while we explain the next step in the book-keeping system.

The capital investment is to be determined as already outlined.

Cash on Hand and in Bank

(Account No. 1.)

This figure, when obtained, is entered on the left side, or debit side, of the ledger sheet and placed under the asset section of the ledger.

Merchandise on Hand

(Account No. 2.)

Take inventory of the stock on hand, that is by putting down each item of stock on a sheet at its cost price, if that cost price is at or below the figure at which the article can be duplicated; or at its exact market value, if the market is less than the price that was originally paid. After taking down all the items of merchandise, then the total is entered on a ledger sheet on the left or debit side, and placed on the asset section of the book.

Accounts Owing From Customers

(Account No. 3.)

Each customer's account is by name entered on a separate sheet, and the amount owing and collectible from each placed on the left, or debit side and placed under the asset section of the ledger.

Furniture, Fixtures. Etc.

(Account No. 4.)

A fair valuation of these items should be made and the total of them all recorded under this caption on the left side of the ledger sheet, and also placed under asset section.

Lands and Buildings

(Account No. 5.)

If the merchant owns a store, warehouse, factory, or a plant, improved or unimproved land, a reasonable valuation is placed upon it, and the total thereof is entered on a ledger sheet, left or debit, side, and placed under the asset section of the ledger.

All Other Items of Value Not Classified In Preceding Accounts

and the total entered in this account on the left side of ledger sheet, and placed, like the others, in the asset section of the ledger.

The left side of the ledger is always the debit side, the right side is known as the credit side.

We debit what we have.
We credit what we owe.
We debit our expenses.
We credit our income.

By entering the items 1 to 6 on the left side, the merchant has charged his gross investment in the business on the books.

We are ready now to take up the second section—the

Liabilities Section

From the gross investment, the liabilities must be deducted as shown to determine the merchant's net investment.

Amount Owing for Merchandise

(Account No. 10.)

The total owing by the merchant to each creditor is listed on a separate ledger sheet on the right side, and

Amount Owing for Borrowed Money

(Account No. 11.)

The total when accurately determined is listed on a ledger sheet on right side, and placed under liability section of the ledger.

Amount Owing for Items of Expense

(Accounts No. 12.)

If, at the time this net worth is being determined, there are any unpaid expense bills, the amount owing to each creditor should be listed on a separate sheet on the right-hand side, and filed under the liability section.

Amount Owing on Land and Buildings

(Account No. 13.)

The amount owing, usually in the form of a mortgage, is placed on the ledger sheet, and placed on the right hand side thereof, and also filed under this liability section.

Amounts Owing to All Others Not Included in Accounts 10 to 13

(Account No. 14.)

This account is self-explanatory. If there are any amounts owing, they are to be placed on the right-hand side of the ledger sheet, and filed as liabilities.

Net Worth, Capital, or Net Investment.

(Account No. 15.)

There must be one account in the liability section that is headed as above—the difference between all that is listed in the asset section and all that is listed in the liability section. That exact difference constitutes this item, and the amount, when determined, is placed on the right-hand side, or credit side of this account—showing the exact net investment in the business enterprise.

It is a simple matter at this point to prepare a financial statement, as has been outlined, which will give the true financial condition of the merchant.

We will now consider the third section—the

Income

Just as with the assets and liabilities, accounts should be opened in which will be recorded the transactions arising out of the operation of the business.

Profit on Sales

(Account No. 20.)

The profit on sales can be easily determined by consulting the inventory, if the goods were inventoried; if purchased since inventory taking, then by consulting the bills. The difference between the price paid and what it is sold for, is the profit on the sale. This profit is credited to this account by entering the sum on

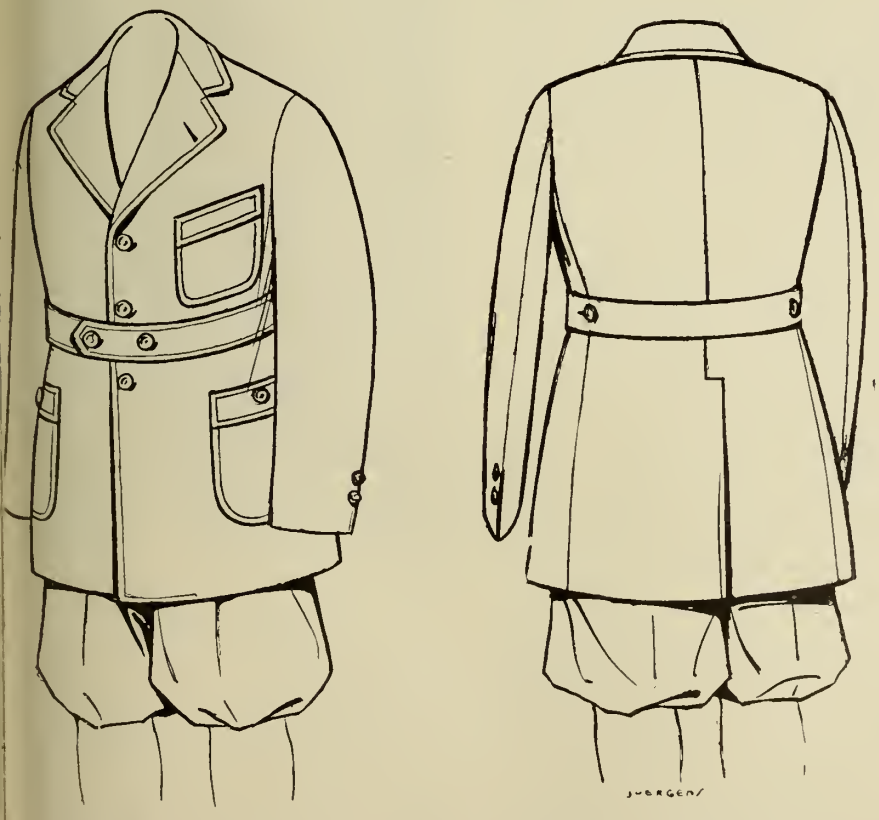
(Continued on page 88)

NEW FALL DRIVING GLOVES

The "man at the wheel" will find that regulation wrist length gloves of rip-proof peccary hide in a smart tan shade, are decidedly comfortable and durable for motoring.

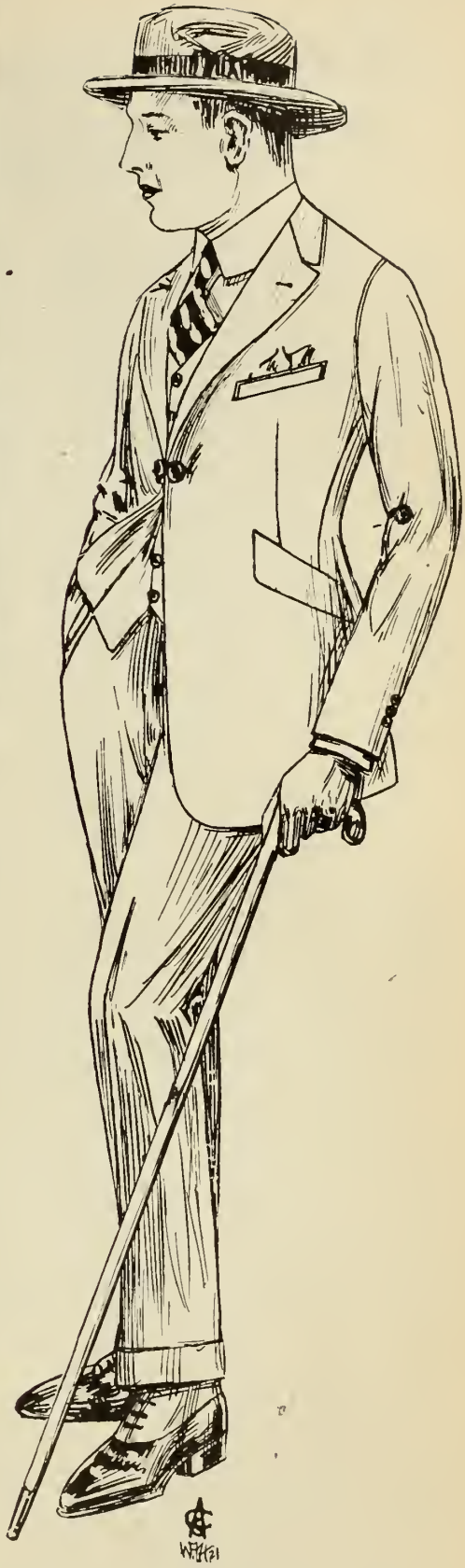
Gloves by the Acme Glove Company, Montreal.

Photo by Photo-Kraft Studios, Montreal.



New design in boy's three button single breasted suit with novel patch pocket treatment.

Shown by J. Elkin & Co. Ltd. of Montreal.



THE "McGILL"

Young man's link style made up with one-eighth inch edge stitching and cord seams, hook vent, draped back, eye buttons in both sides of lapel. Pockets are cut on slant, becoming narrower toward the back. Front edges are held by a two button link and both sides buttonholed. The line of front edge allows the buttons on the vest to show above and below link. Designed by L. D. Levine for Sterling Clothing Co. Ltd. Montreal.

Pre-War Range of Spring Neckwear

Montreal Houses Have Received Beautiful Silks for The Coming Spring—Believe That $1.00 and $1.50 Will Be Popular Price—Browns are Becoming Popular—Manufacturers Are Busy

SHIPMENTS of exceedingly beautiful tie silks have just come to hand at the Montreal neckwear manufacturers, representing the latest ideas of the best Swiss makers and showing a variety and quality unsurpassed since pre-war days. These silks are to be made into neckwear for the spring 1922 trade and will be chosen in sample form in the near future. The range of patterns and colors is so vast that it includes practically every conceivable pattern and shade, while weaves also are now obtainable in many novel and heavy weight varieties.

Where the immediate future is concerned, Montreal tie men say that business is exceptionally good, as they are working on just as much as they can possibly produce and are unable to consider spring samples until present orders are disposed of. The past summer has been an unusually good season for neckwear and owing to the wide diversity of collars worn, the call for ties has had a corresponding impetus, decidedly encouraging to the makers.

Christmas Trade

Insofar as neckwear for the Christmas trade is concerned, no one style is predicted as a probably "best seller." In answer to a query as to whether the narrow tie would continue to enjoy its present popularity, one prominent manufacturer replied that he preferred not to emphasize narrow widths too prominently for fall and winter, since he felt sure that men in general preferred a medium width when it came to look really effective on conservative dressers. This man stated that he always judged what the season's trend would be by the orders which he received from one particularly exclusive men's store, and already this store has indicated its preference for a medium style, with tapering ends just nicely balanced between the extremes of narrow and wide, to meet with the approval of the ultra discriminating financial men and lawyers to whom this store caters with complete success. In fabrics, it was explained that Jacquards are perennially popular and seem to promise unusual success for Christmas business, as floral patterns especially, are the safe choice for gifts where ties are concerned. The new corded silks in an extra heavy weight in plain grounds patterned and striped in bright colors in Jacquard loom effects, are also largely represented and will probably provide the bulk of the seasons offerings. Moiré stripe effects are also cleverly introduced into the new ties, featuring a ribbon-like band in the watered effect so exceedingly rich in appearance. Warp stripes are still other smart designs which are being featured in bewildering variety, and a new velours finished cord in plain grounds striped in fine cord-like-bars is a real novelty, sure of immediate popularity next season.

Colors

In colorings, the usual faith is being placed in staple blues but at the same time, browns are coming to the fore in quite an unexpected manner. Browns are to be decidedly prominent for clothing and headwear according to latest reports, so that neckwear should naturally follow suit, One smart new line features fine pin spots of satin upon a darker taffeta finished ground, while another shows a multicolored stripe effect quite unique in effect. Fine cords are combined with heavier striping in two color contrasts, preferably a fairly vivid tone against black. Purple in all its varied tones promises to be quite strongly featured in all classes of neckwear, and a new polka dot in white woven into a navy ground in jacquard effect strikes another new note.

Geometrical patterns have the majority so far in all the new silks featured, and dots, either in clusters or all-over style, seem quite as conspicuous as the stripes. Here and there, broken stripes are offered, providing a pleasant break in the monotony of conventional patterns. Tiny patterns always have the preference, it was explained, for fall selection, the large designs coming on toward winter.

Manufacturers Are Busy

All the piece goods imported by the Montreal makers have been purchased on a spring price basis, so that from that point of view no further price reduction can be expected. Furthermore, the Swiss makers state that they cannot reduce prices any further and that present quotations represent the maximum reduction that will take place. Consequently, the orders for spring have been unusually heavy and orders are being accepted now with the proviso that deliveries will be prompt.

Popular Prices Prevail

As far as the retail price on this is concerned, manufacturers will endeavour to supply as many lines as possible to retail around $1. and $1.50, as it is felt that the majority of men want something at that price this season.

A curious feature of the neckwear trade is the unprecedented vogue recorded of late for men's bow ties on an elastic with sliding clasp, for wear by boys with their soft collars. Mothers have apparently discovered that there is absolutely no fear of loss of the bow tie, when attached in this manner rather than by a patent button or fastener, and sales of these ties for boys' departments in stores are quickly mounting up. A neat blue tie, figured in white provides a smart finish to the school boys outfit for fall, and is doubly enhanced by the fact that it will stand the wear and tear of strenuous exercise without becoming disarranged in the least.

Taking the neckwear situation al

(Continued on page 79)

BLACK AND WHITE VOGUE INVADES MEN'S WEAR FOR COMING SEASON

This striking new spring model features the slanting stripe, in a conservative and well balanced effect. The contrast of gunmetal or steel grey against black will be a marked feature of the smartest neckwear, developed in the finest Swiss corded silks with a heavier finish than has been shown in former seasons. The medium width tie is said to be the preferred choice of well dressed men.
Tie shown by courtesy of Tooke Brothers, Montreal.

How Much Are Shirts In London?

Toronto Globe Creates Impression that The Lowest Price is $6.00 and $8.00—Summarizing Business Conditions by Conversation With American Traveller—What a Hanover Merchant Says—Facts of The Case

A MAN who can summarize conditions amongst the clothing and furnishing houses of the City of London by having a chat with an American traveller in the lobby of the Tecumseh Hotel of that city is just where one would expect to find him—writing for Toronto Globe. His stuff would be accepted there when others would consign it to the waste paper basket. So confident is the Globe of its own unerring grasp of every conceivable question under the sun that it can find out by casual conversations with travellers from foreign lands what other men are spending the fullest hours of their days in studying. Does The Globe want to tell the people of Canada about business conditions in different parts of the country? Yes. Where shall we go? Well, we will tell our readers about conditions in London. And the wizard writer starts out for London. But he is "marooned"—to use his own word—(we have wondered whether he meant marooned geographically or with regard to the subject he was handling) because it is London's civic holiday. No matter. The Globe, like the King of England, can do no wrong. An American traveller is sufficient; he wanted to buy a shirt and didn't. The Globe finds out why he didn't. And with its finger on the pulse of the people, The Globe gives the reason and reflects it as the opinion of the man on the street all over the country.

The Interview

But that is the mere introduction to the story. The story is that The Globe has a man out on the road writing up business conditions. On August 2 he landed in London, Ontario, which was London's civic holiday. Doubtless, wishing to curtail his expense account as much as possible—yet not wanting to fail in his mission to tell the readers of The Globe about conditions in London—he talked with an American traveller in the lobby of the Tecumseh Hotel in that city This traveller unburdened himself to The Globe's wizard of finance. He told him that he had tried to buy a shirt in London but could get nothing but $6.00 and $8.00 shirts—very ordinary, business wear shirts, he was after. He says, referring to the merchant to whom he had gone, "He was still pulling that $6.00 and $8.00 stuff for shirts that should sell for $4.00 and $5.00 at the very outside." The traveller did not buy the shirts. And then The Globe gives its moral sanction to this opinion of the American traveller. The Globe says, "I quote the above as a typical illustration of the attitude of the ordinary man-of-the-street toward a great many Ontario retailers of clothing and mens' furnishings."

Substantiating Their Argument

To further substantiate their argument, The Globe quotes from an interview their representative had with a merchant in Hanover. This merchant wanted some ordinary shirts for everyday wear. He says he could get nothing less than $18.00 a dozen. He bemoans the fact that business is poor; he is buying nothing; he might as well close up his shop and turn the key in the front door and go away for awhile. And if he does want to buy something he can't get it at the right price to make it saleable.

Shirts in London

It so happened that the editor of Men's Wear Review was in London the very day that this interview with the American was published. Merchants were somewhat indignant, not because they had expected anything more nearly accurate from The Globe, but because the article would do harm where there was no occasion for such harm being done. At the very moment The Globe's representative was recording this interview, there were upwards of a dozen stores in London where good, ordinary shirts could be bought from $2.00 upwards; and on the day the interview appeared there were sales of shirts in London for $1.29—good shirts at that. Men's Wear Review talked with a half dozen of the biggest merchants in London and found out that no effort had been made by The Globe to find out anything about business, so far as they were concerned. We do not say that this American traveller did not tell his experience truthfully; We do say emphatically that his experience by no means reflects conditions in London as they exist today or as they existed the day The Globe was there. The pity of it is—and this view was expressed by a number of London business men—that this sort of interview is bound to do harm and leave an altogether false impression on the minds of the people who read it.

Moreover, The Globe could not have hit upon a single article of men's wear less open to their implied charge than shirts. There have been shirts sales all over this country to the extent of hundreds of thousands of dozens. Merchants have wondered where all the shirts were going. The phenomenal sale certainly showed that men believed prices were down to rock-bottom and they wanted to avail themselves of the opportunity to buy.

So far as the case of the Hanover merchant is concerned, little need be said. If he could not buy shirts at less than $18.00 a dozen it is because he didn't try hard enough. There are shirts to be had for that price—and less. This merchant regrets that he is unable to get goods at prices which the people desire them. It will be a part of his task this fall and winter, perhaps, to show people that it is impossible to get goods at such prices because labor costs are still at a level where it makes it impossible. Merchants, in rural communities especially, will have this to confront; the farmer selling his produce at prices nearly pre-war, and buying goods at prices that do not show the proportionate recession that his own do. We take it that that is due largely to labor costs. The fact that raw materials are down to pre-war prices is not sufficient argument that the price of the finished product should also be down to the pre-war level.

We cannot resist the temptation to give a little advice to this Hanover merchant. There are many merchants in Ontario today who are doing bigger business than a year ago, despite the fact that prices are down and that it takes more sales to keep up the record. They are not merchants who have on their shelves goods to last them a full year, but rather they are merchants who have taken their losses, got rid of their high priced merchandise and are in the market for good merchandise that can be bought at considerably reduced prices and sold at a profit. They are not merchants who feel that they might as well lock up shop and go away for a while, but rather they are merchants who are working as never before and giving their undivided atttention to the new and bigger problems which a readjustment period involves.

PRE-WAR RANGE OF SPRING NECKWEAR

(Continued from page 78.)

round, there is marked inclination on the part of the manufacturers to revert to more harmonious and refined ideas in all grades of tie-silks, and it is now possible to obtain ties at extremely moderate prices which embody the most artistic and really beautiful patterns in qualities almost forgotten during the last six years. Style alone is no longer the one paramount idea in governing the neckwear situation; quality and durability of make have had to be reinstated as the premier consideration and this season finds all three happily combined with prices almost satisfying levels of moderation.

Retailer Looks for Guaranteed Price: Building Trades and Transportation Holding Things U

President Frank Stanfield Believes That Productive Costs Must be Further Liquidated—Labor Costs Will Not Go Back to 1914 Levels—Guaranteed Price Will Bring About More Normal Buying—Survival of the Fittest

THAT the retailer is looking for a guaranteed price and will not buy normally until he gets it; that productive costs have got to be liquidated;that transportation and the building trades are holding things up in Canada; and that the textiles are down more than any other lines in Canadian industry are some of the opinions that President Frank Stanfield of Stanfield's Limited expressed to Men's Wear Review in a recent interview. While Mr. Stanfield does not believe that the coming fall and winter will see normal times restored in Canada, he thinks that we are well on the way and that the readjustment of a few of the problems that immediately confront us will materially help along the situation. Though he says productive costs must be liquidated, as stocks have had to be liquidated during the last nine months, he does not believe that we will ever again go back to 1914 standards of wages and prices, nor does he think it is desirable that we should. Labor is in a better position than it was then and will not go back.

Transportation And Building

"Transportation and building costs have got to go down" said Mr. Stanfield, to Men's Wear Review, "they are holding things up in Canada. Transportation is responsible for the high cost of fuel which is a big item, not only in manufacturing costs but in the household budget as well. The big items of the yearly household budget have not yet gone down very materially—rent and fuel. They are just as high as they have ever been and until these have gone down we cannot expect that labor can work for less. Therefore, production costs can not be properly liquidated. Until the building trades go down and carpenters and masons are content to work for less so that contractors can start on work that awaits them, we need not expect that rents will come down. Rents are dependent on the cost of building to a considerable extent; and in many places rents, rather than come down, have gone up within the last few months. I think that as soon as transportation and the building trades come down to their proper levels we will begin again to see good times in Canada, but not till then.

Not Going Back To 1914

"Production costs have got to be liquidated as manufacturers and retailers have had to liquidate their stocks in the last nine months. Today, it is not possible with the costs of production what they are to produce an article as cheaply as the consumer thinks it should be produced. But I do not think we will ever get back to 1914 levels, nor is it desirable that we should. Labor will never again accept the wages that were paid during the years just before the war.

Looking For Guaranteed Price

"The retailer today is looking for a guaranteed price" declared Mr. Stanfield in discussing some of the problems that confront the dealer. "That applies not only to our own particular line but, I think, to all other lines. We have guaranteed our prices till the end of the year, that is, we have told our customers that any decline in prices that may occur will be credited to them. I think the retailer is looking for this in all other lines. He is uncertain about the future of prices in many lines; consequently, he buys from hand to mouth and places orders for very lttle stuff. We have, at the present time, an indication of how this is working out. Say, we have 5,000 accounts. Perhaps 3,000 of these placed orders for a proportion of their requirements. Now, the other 2,000 are beginning to ask us for some stuff and we are unable to give it to them just when they want it. We are considerably behind in deliveries of some of our standard lines but this cannot be helped. We know that the retailer is uncertain and that that is why he does not place orders for legitimate requirements.

"There may be one other reason for this, that is, the retailer has bought too many lines in the past. He has spread his accounts too much and he is now getting back to a normal buying basis in regard to the accounts he used to purchase from."

Textiles Down The Lowest

Mr. Stanfield believes that the textile trades have shown greater reductions than any other line of Canadian manufacturing, in fact, he believes that present prices are some what below the costs of production. Asked whether he thought labor would have to take a lower wage yet, he hesitated. He pointed out that, in the textile industry, the proportion of female to male help was about 3 to 1. While it was possible to get plenty of male help, such was not the case with female help; there was still a scarcity of this and he thought there would continue to be for some time yet. He pointed out, however, that fuel was one of the big items in the textile trades and that transportation costs affected the price of fuel. The impression given by Mr. Stanfield was, however, th. prices were more apt to advance tha to recede.

A Warning

Mr Stanfield issued a slight word warning, arising from a visit he h paid to Hamilton where there was Dollar Day in progress. He said I thought it a mistake for first class me chants to fill their customers up wi dollar underwear. Later in the year wh the demand for the better lines shou come, that demand would already be pa tially met by the sale bargains. Th cheaper underwear would not give t service and the purchaser, when it wo out, would forget the price he paid f it but he would remember the pla where he bought it. That would t against the retailer in the end.

"Survival of The Fittest"

"Business today" concluded Mr. Sta field "is the survival of the fittest, n only in our line of manufacturing but the retail trade as well. It is a time work, to stick to business and to devo all the energy one has to it. I know the are many merchants who are findi golf and other sports very expensi because they are losing business by they are not attending to business wh business needs their every attention. T good will survive the present period a the weak will go to the wall."

RETAIL MERCHANTS ASKED TO CO-OPERAT

(Continued from page 68)

The tailoring business of Nap Laflet Rideau Street, has been taken over J. E. Paquette. It will be remember that the former died suddenly after u dergoing treatment in a doctor's offi a few weeks ago.

The sales manager of the Premi Hat Shop, Sparks Street, Ottawa, E ward Morrell, was fined $2 and costs f painting a black hat on the sidewalk front of the shop. People were oblig to walk round the hat or get paint them so the police took action. Pr vious advertising stunts of a like n ture have been used for the past t years, this being the first time acti has resulted.

Artcraft Cravat Co. is the name of new neckwear firm that has just start up in business on Richmond street, T ronto. Mr. Gagnon, who is the pr prietor, stated that he would speciali on neckwear that could be sold to t consumer at $1.00 and $1.50. He repor very encouraging business to date.

New Designs and New Colorings Will Sound A New Note in Spring Clothing Outlook, 1922

Montreal Men Say They Have New Enthusiasm Because of Pre-war Patterns That Can Be Offered—Will Not Follow Rochester Decree Slavishly—Comfort Featured in Newest Models—Simplicity in Boys' Clothing.

MONTREAL clothing designers, when questioned as to their views on the trend of styles for the coming season as indicated by the recent convention at Rochester, stated that there must necessarily be divergence of opinion among the various houses this season, due to the unusual conditions prevailing and the paramount necessity of adapting clothing models to the different localities in Canada which are affected by climatic or other peculiar requirements. The opinion most generally expressed however, was to the effect that Canadian designers will not follow the Rochester decrees too slavishly, on the contrary, they must endeavor to follow closely the needs of their own people, studying and analyzing the requirements of Canadian men, and assisting the trade to the best of their ability to provide apparel which will give service as well as equal in appearance the best imported clothing. "We must not be the dictators of what men shall or shall not wear any more," stated one prominent Montreal designer, "We must rather see to it that Canadian men wear what is really best suited to their physique and individual style." For example, among the various recommendations at the Rochester convention it was pointed out that certain coats would be a little looser in fit than in previous seasons, but this decree was not to be taken too literally because young men would always prefer the form fitting style, irrespective of what was laid down by the dictators of style. Therefore, Canadian designers will probably feature a slightly snugger fit than the majority of United States houses will consider as "the thing," but there will undoubtedly be a perceptible widening in trouser bottoms in comparison with last season's measurements, the correct width for spring being 15 inches to 15½.

Sports Models Continue

Insofar as the usual vintage of novelty styles is concerned, most Montreal designers agree that the spring of 1922 will not witness the introduction of much that is really novel in every sense of the word. "We have got to help retailers to liquidate their present stocks before we start inaugurating new styles and new ideas which will naturally make merchandising conditions even more complicated. There will probably be a continuation of novelty styles in sports' clothing for the reason that nowadays every man indulges in some form or other of sport and has proved to his satisfaction that good roomy patch pockets and pivot sleeves are not only ideally comfortable but decidedly good looking. So insofar as sports' clothing is concerned, there will be plenty of it again next season."

New Fabrics Shown

One leading Montreal firm which specializes in clothing for younger men, stated however, that for the first time in five years there is to be a particular feature for the clothing market, namely the new patterned fabrics which will influence designers greatly in their spring offerings. As one man put it: "Prior to the present year, the mills, either through inability to procure designs, or on account of heavy existing stocks, kept on showing the same old patterns, the same old stripes and the same old weavings, but for spring 1922 we are promised new designs and new colors, with fancy herringbones, checks and Glen Urquharts—in many new tons of grey, providing a really new note. The injection of this new color note into the spring fabric ranges has given manufacturers an added enthusiasm, and as a result, the ranges for spring 1922 will be unique in cloths and novel designs.

"I may say that there will be a decided tendency towards comfort featured in the newest models of spring clothing, yet in no way disturbing the graceful lines which young men insist upon. Generally speaking, shoulders will be slightly wider, arm pits will be deeper and bodies a trifle longer. The suppression at the waist will remain, and in the majority of young mens' models there will be emphasized a slightly breasted effect, on the lines of plain tailored ladies' suits. In sports' clothes, golfing and outing models will be shown again in styles ranging from the comfort-giving, lounging suit for real out door sportsmen to the more extreme models designed for city wear pure and simple."

Freaks Eliminated

Designers in Montreal speak enthusiastically of two button single and double breasted sacks in regulation suits for next spring for the younger men with a three button style for older men as well. In young mens' clothing there will be a few little touches which will add just the requisite note of novelty without in any way running to the extremes of other seasons. "If they want the so-called jazz clothes, they can get 'em some where else," said another designer to whom a query as to the demand for "snappy" styles had been put. "The best dressed men don't want this style, and it will not have any really beneficial effect upon the trade."

Generally speaking therefore, in men's clothing the designers will feature narrow peaks and higher gorges, whether the collars roll softly open from a link button or from the single or double breasted effect. Shoulders will be just a trifle wider and the average length will be approximately 30 inches.

Vests will show plenty of variety for a change, yet not in any way extreme. A choice of three styles is recommended featuring longer points than heretofore, sharply cut away. Pockets will be welted or set in fancy shapes and the five button style will be continued.

In colors, emphasis will be placed upon the usual browns and greys, with a sprinkling of black and white in homespuns, Donegal and Halifax tweeds and in plain and fancy suitings showing a herringbone or striped effect with a Saxony finish.

Simplicity Prevails in Boys' Clothing

Different from the Rochester recommendations, in yet another point, Canadian designers of boys' clothing maintain that the coming season is not a propitious time in which to feature a tendency towards fancy lines with liberal use of pleats, etc. On the contrary it is explained that there will be a definite tendency to avoid any undue elaboration in design, every possible pains being taken to ensure the production of garments at a minimum of cost. However, many little refinements of finish and added comforts have been decided upon and not only workmanship but materials wil represent better values where boys' clothing is concerned than in many seasons past.

The preference in boys' clothing will undoubtedly be again for plain, all round belted, single and double breasted models. As the spring range of suitings shown is particularly adapted to boys' suits, the square mannish lines of plain models will set off these new cloths much more effectively than in many seasons past.

SPRING PRICES

The cost of materials, particularly with regard to these new materials, while much lower than last spring, approximating 40% at least, varies little from last fall's prices. But insofar as old stocks are concerned, these are still being sold at clearing prices, while fine worsteds still command a firm price.

Generally speaking, clothing for spring should only be from five to ten per cent cheaper than this fall's lines.

Feature British and Canadian Hats

Believe the Ex-Army Man Will be Good Buyer of English Styles—Prices Have Shown Appreciable Recession—Tans, Browns and Champagnes for Spring—Look for Good Cap Season Next Year

MONTREAL wholesale houses which carry lines of headwear are giving particular prominence to the British or Canadian made hat for spring 1922. This attitude they maintain is especially necessary at the present time, since from the standpoints of style, price and promptness in deliveries, conditions in both domestic and British headwear industries are once more nearer normal.

In discussing the advantages of the British made hat, one wholesaler pointed out that now is the psychological time to take advantage of the demand for British made wearing apparel of all sorts by ex-army men, who learned overseas that there is a style and cut peculiar to English clothes and hats that other nations cannot approach. Consequently there has been a very heavy demand felt for really high class English hats, which unfortunately could not be supplied until recently owing to the utter impossibility of procuring deliveries from the makers. Shipments of British spring models have just arrived in large quantities including a wide variety of styles, and furthermore, prices on these hats show an astounding decline over former quotations. Present prices, it was pointed out, do not represent the real market values, since they are figured below present actual cost of production which is estimated around $72. per dozen on fine felts. Last year the price on these hats was $180. a dozen but now is quoted by Montreal wholesale importers at $66. Thus, British hats of the finest quality are now on a parity with American hats in every respect, since styles are every bit as varied.

Colors

The finger of fashion is pointed towards light tans, champagnes and brown for next spring, with pearl greys taking second place. The newest shades are decidedly effective and feature delicate hues well emphasized by the use of contrasting ribbon bands in very dark colors. Black or chocolate brown bows and bands are shown on these new models, in extra side widths, showing bows at both sides or back as desired.

There are several varieties of brim featured this season as well in English hats, the preference being for bound edges on the curl brim. Either a wide or narrow ribbon bound edge is shown or else the raw edge is left quite plain as usual. Dimensions in general show little change, the ever popular fedora shape being as acceptable as ever. Domestic made hats also are available in greater variety and should decidedly receive consideration by buyers before orders are placed for imported styles. Now that the press are advocating so strongly the purchase of " Canadian made styles" the claims of such merchandise as headwear should not be overlooked.

Caps

Spring 1922 will be an unusually good cap season, to judge from orders already placed, and according to Montreal manufacturers, many new and interesting style changes are going to be featured, which will prove beneficial to trade. The present vogue in the United States for the pleated-back cap will be reflected next spring in Canadian made lines which will embody all the new touches so characteristic of American headwear. This pleated cap will be featured in two effects, either in "in" or "out" pleats, that is to say, the folds of the material may be either inverted or pressed flat. This style of cap is of course in one-piece effect, of fairly large size, according to the prevailing preference for larger styles. Both smooth and rough fabrics are used for these new models, including Donegal tweeds, velours, etc., and the color range comprises many new browns and greys in solid colors and shadowy overchecks. Loud plaids and checks are absolutely dead.

The plain stitched back cap is also shown for spring, and is decidedly good in design. In both styles, the new unbreakable peaks, with or without stitching are shown and another clever little detail, namely, the addition of a small button at either side of the peak for trimming purposes only, is yet one more indication of the style trend in caps.

Cap linings show more variety and elaboration than for some seasons past, and panel effects with two colors are strongly emphasized. Fancy brocades are also used and plain satins, heavily stitched in quilted effect. Pin striped taffetas form an exceedingly rich and exclusive lining which is particularly popular with the western trade. Leather inside bands are featured on all the better caps, either perforated, plain or run with ribbon. Altogether the matter of "dressing up" the caps for next spring has by no means been neglected on the part of the manufacturers.

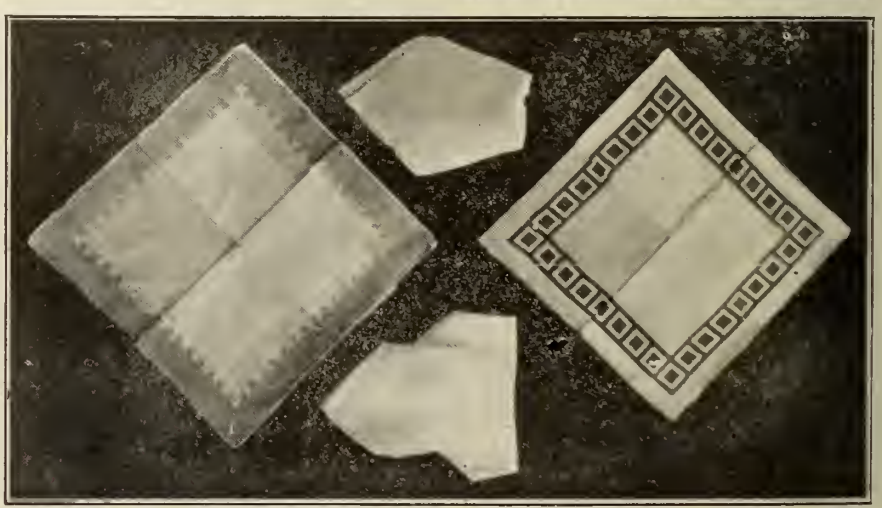
Prices for next spring are said to be 25% lower than last year but are believed to be stable since nothing further in the way of reductions can be expected from the mills or the labor cost. Most makers are offering concessions upon repeat orders, however, since the initial placing order is not always for an amount of satisfactory volume. The general demand for caps of good quality is expected to be on prices averaging $2. or $2.50 next season, retail.

Duffin, Ross and Cachion Ltd., is a new clothing house that has just opened its doors on Spadina Ave., Toronto. They specialize on boys', juveniles' and students,' or "first-longs" cloths. Mr. Ross stated to Men's Wear Review that he believed the time was opportune to open out with this new line because of the cheapness of raw materials and because he thought there would be little further change in labor costs. They will have their travellers out very shortly.

TWO COURSES

Advertising and Show Card Writing

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.



Four handkerchiefs shown by Montreal stores for fall wear, featuring colored border effects and hand embroidered monograms. Handkerchiefs by the Dr. Diemel Linen Mesh Co. Montreal. Photo by the Photo-Kraft Studios, Montreal.

B. C. Provincial Board R. M. A. Reviews Its Work For Past Year

Annual Convention is Held at Duncan, B.C., on 27th and 28th of July—B.C. Merchants Are Given a Goodly Share of Credit for the Abolition of the Luxury Taxes—Many New Branches Are Organized in B.C.

By staff Correspondent Men's Wear Review

DUNCAN, B.C., Aug. 1—The Provincial Board of British Columbia of the Retail Merchants' Association of Canada met in Duncan on July 27 and 28. There was a very good attendance of the members and many matters of importance to the trade were discussed. The president, M. Y. Phillips of New Westminster, was in the chair and delivered his address at the opening of the proceedings.

Delegates in Attendance.

The delegates attending the meeting of the Provincial Board of the R.M.A. were as follows: G. H. Jacobson, R. W. Smith, Walter G. Ing (secretary), Stanley Ross, M. G. Phillips (president), Wm. Kerr, A. P. G. McDonald, all of New Westminster, B.C., Richard Thompson, North Vancouver, D. H. Kent, James Harkness (president Grocers' section), H. B. Neelsen, J. F. McDowell, grocer, E. E. Bent, Roy A. Hunter, Maclean National trade papers, George S. Hougham (secretary), R. H. Fairley (organizer), J. T. Crowder (president Vancouver branch), Arnold B. Derifield, Frank M. Grey, Chas. Stinson, and George Herring, all of Vancouver, J. A. Knight, Ladysmith, Currie G. White, Duncan (druggist), J. P. Fink, general merchant, Cranbrook, A. Peterson, R. A. Thorpe, furniture dealer, S. R. Kirkham, grocer, W. N. Dwyer, F. G. Aldersey, Duncan, L. E. Richards, baker, A. E. G. Cornwell, baker, N. B. Whitley, insurance dept., A. Brockhurst, Walter W. Ballard, Victoria, J. H. Ashwell, Chilliwack, Fred G. Cox, dry goods merchant, Port Alberni, Harvey Murphy, J. C. Dakin, R. H. Ormand, George E. Armstrong, Nanaimo, D. Leckie, hardware, Kelowna, A. T. Bind, furniture dealer, Port Alberni, T. J. Wilcox, hardware and Chas. Marsh, auto dealer, Kamloops.

President's Address

Tribute to the retail merchants of British Columbia for the fight they put up for the taking off of the Luxury Tax was paid by M. G. Phillips, New Westminster, president of the British Columbia Board of the Retail Merchants' Association in his annual report presented at the convention in Vancouver recently. The president, in dealing at length with this matter, said in part:

"Upon no subject have the retailers of this Province ever stood so solidly together as they did upon this issue. It was a most remarkable demonstration and was an experience for your executive officers which greatly encouraged them at the time and proved beyond a shadow of doubt that any honest and legitimate thing that the retailers want to do can be done if they only want it badly enough. The first shot in the campaign in B.C. against the stamp method of collecting the Luxury Tax was fired by the Nelson Branch and the finishing broadside was given by the Vancouver Branch, who staged a demonstration at a luncheon in Vancouver, at which the Federal members for the Lower Mainland were present, who were informed in language that could not be mistaken that the retailers of B.C. would not stand for departmental inefficiency so flagrant as the stamp method of collection was proved to be.

B.C. Board in the Lead.

"In connection with this issue your provincial executive, assisted by an advisory committee of representative retailers, waited upon the Hon. Arthur Meighen, Premier of Canada, and his Minister of Immigration, the Hon. J. A. Calder, upon their visit to Vancouver and presented a memorandum, which was printed verbatim in the Press at that time. The two Ministers were obviously impressed by the weight and sincerity of the arguments presented to them in connection with the Luxury Tax as a whole, and the stamps and cancelling machines in particular, and your Executive officers have no doubt that the impressions created at that time and deepened by other impressions made upon the Premier upon his return to Ottawa, were largely responsible for the Government's decision to cancel the Luxury Tax entirely. It is interesting to know in this connection that other provincial boards, notably Alberta and Saskatchewan, followed the initiative taken by the B.C. Board and in the case of Alberta the same memorandum that was presented to the Premier at the Hotel Vancouver was again presented by a representative deputation at the Palliser Hotel in Calgary.

E. R. Golding Secured

"The feeling of relief which every retailer experienced in connection with the abolition of the Luxury Tax was coupled with ungrudging admission on the part of members and non-members alike, expressed privately and through the press that the Retail Merchants' Association was largely, if not wholly, responsible for the removal of the Luxury Tax."

It was pointed out by the president that the association's credit reporting and collection departments are now under one management, E. R. Golding, formerly departmental solicitor for the Attorney-General of Alberta, having been secured as collection manager.

George H. Hougham, secretary, submitted a lengthy report in which he gave a comprehensive review of the work of the Association during the past year. Touching on the question of membership, he said that it gave him a great deal of pleasure to report a substantial increase. "Our membership now stands at 882 members in the province," he said, "341 of whom are in greater Vancouver and the balance of 541 scattered throughout the province. The total membership of 882 is represented in 18 branches in good standing which shows a net increase of 193 members and an addition of 5 organized branches since the convention of 1920."

Work of Local Organizations.

While the secretary expressed satisfaction over the provincial increase, he was not so encouraged over the work of the local organizations throughout the province. In his report, he pointed out that there seemed to be an altogether false impression on part of new members as to the actual meaning of membership. Their impression seemed to be that results could be obtained by the R.M.A. only for the asking or the seeking; whereas it was a fact that the mere payment of a year's membership fee did not bring about this expectation. There was abundant evidence, he said, that members joined without the faintest idea of the scope of the association or its work, or of their privileges as members. Somehow, he said, they had failed to bring about that personal contact between the individual and the provincial or the Dominion office that was desirable. The suggestion of the secretary was that this was due to failure to hold meetings in the different local centres. "In other words," he said, "we need to commercialize the association idea and sell it to each individual line of business in a practical manner. It may well be that after the idea has been so sold and definite results obtained, the member may have so far advanced along the line of association work as to respond to an appeal to join his local branch for the sake of lining up with his fellow retailers on common ground, but this must necessarily be a later development and cannot be the starting point." In concluding this part of his report, the secretary urged strongly the formation of

local associations as links in the bigger chain called the R. M. A.

Resolutions.

Among the resolutions passed was one calling on the Dominion government to prohibit further Oriental immigration on account of the large number of returned men out of employment; another asking the provincial government to co-ordinate with the Dominion government in the assessment and collection of income tax; a third making it an offence punishable by three year's imprisonment for issuing a cheque for which there are no funds if the cheque is issued with intent to defraud; and a fourth asking the provincial office to obtain the views of the membership of the provincial association regarding the inauguration of a system of collective buying as an offset to the competition of the mail order houses and to meet manufacturers and wholesalers who sell direct to the consumer.

It was pointed out that the Existing Provincial Shop's Regulation Act Relating to Early Closing is considered by the Grocers' section of the R. M. A. to be inadequate, inasmuch as it does not close establishments carrying fruits and confectionery and other lines of merchandise other than groceries, and a large number of such establishments are thus permitted to sell groceries at hours when other grocers are compelled to close. The Shops Regulation Act now effective in Manitoba would meet the situation in Vancouver, and the resolution to have the B.C. Board apply for similar legislation at Victoria was endorsed.

Organizer's Report

R. H. Fairley, provincial organizer for British Columbia, in his report, stated that from March last up to the present date, 87 new members had been added to the association and 123 had renewed their membership. On the trip from Victoria to Courtenay and Cumberland during the month of December, in the interests of the provincial Automotive Retail Dealers' section, 37 new members were obtained. In January three new branches were organized, namely, Ladysmith with 24 members, Courtenay, Cumberland, Comox and Union Bay with 22, known as the Comox district branch, and Abbottsford Local with a membership of 12, making a total on these trips of 95 new members. The organization of the baby branch has just been completed at North Vancouver with a membership of 23. The cost to the association including salary, commission and travelling expenses, is $1404.65. The balance accruing to the B. C. board from the 305 new members and renewals amounts to $3,660. The percentage of revenue is approximately 40 per cent.

There is a general recognition of the valuable work which this association is accomplishing in matters of legislation, luxury tax, sales tax, etc. Individual service to the members should be given, by assisting them in their income tax returns, their bookkeeping problems, etc.

Work of Dominion Executive

G. H. McRobbie, vice-president Dominion Executive Council, R. M. A. of Canada, reviewed the work of the Dominion Board. He outlined legislation that the Board had been able through their efforts to bring about, and other matters directly dealing with the retail trade, with which the executive council had taken prompt action in the interests of the retail merchants.

Quick Sales: Low Profits

President of Two Macs, Ottawa, Believes This is the Key to Fall Business—Merchants Must Work for Speedy Sales—Cutting Down Overhead Expenses Value and Service

"ONE cannot help but be struck by the tremendous activity in business over in Europe," said Stewart McClenaghan, President of the Two Macs Limited of Ottawa, this month during an interview with Men's Wear Review. Mr. McClenaghan has just recently returned from a protracted tour across the continent during which he made many investigations relative to conditions there at present, and his conclusions are concretely summed up in this remark. "Over there, everyone is putting his shoulder to the wheel, and they are working fourteen hours a day in order to restore things to their normal condition. I visited all the large London department stores besides and was glad to find that we Canadian merchants have not as much to learn from them as I had expected. The habit indulged in by London merchants, of putting up heavy iron shutters over their doors or windows at night may be a good safe-guard against thieves, but it certainly is not good for business. Here we believe in keeping our store windows lighted until well on into the night with never a shutter to obstruct the view, and we get lots of business thereby. Prices, also, over there are much higher than ours and I made careful comparisons between various kinds of merchandise in men's wear, only to find that in some cases, prices asked in England are 50 per cent higher than over here. Taken altogether, Canadian stores excel English ones in point of display, values in merchandise and general business methods and I am glad to find that Canadians have so quickly learned the secret of getting back to normalcy once again."

The Fall Outlook

Touching on the outlook for fall from his point of view, Mr. McClenaghan emphasized the vital need for three things among others, which must be borne in mind in merchandising under present conditions. "We must endeavour to cut down on extravagant overhead costs," he said, "but by this I do not mean cutting salaries, turning off electric light and using cheaper wrapping paper. I mean that we must use common sense in planning expenditures which are not directly necessary such as in window display fixtures and accessories, or any such incidentals to overhead expense which became inflated during the war years when conditions warranted a certain expansion. It is quite possible to stop the leaks here and there without in any way affecting the general health of our business."

Quick Sales

"Next I would lay stress on quick sales with low profits which as everybody knows is the only sane method of merchandising nowadays. By this I do not mean holding cut price sales or any such artificial ways of stimulating buying on the part of the customer, but just being satisfied with a little in order to keep stock moving nicely, so that volume may be maintained at the regular levels."

Value and Service

"Finally," concluded Mr. MacClenaghan, "we must feature value and service as we never did before, this fall, and study new ways to give purchasers one hundred cents worth of merchandise for their dollar. All this will keep retailers pretty busy and nobody need think all they have to do is to sit back and wait for business to come in, because it cannot be got in that way."

The general conclusions drawn from Mr. MacClenaghan's study of coming fall conditions were summed up as follows: "There are few localities where business has not seriously suffered from unemployment, unfavorable weather conditions or the consumer's unwillingness to buy. But there are not as many localities where the consumer will decline to buy when prices are right, as the average merchant thinks. Everyone is apt to think that his particular problem is more difficult and his local conditions worse than others, but this is rarely the case. All of us have practically the same problems, and all of us must solve them in much the same way; by liquidation of stocks at the earliest possible moment, by the liquidation of accounts receivable and by the reduction of overhead. No merchant can afford to delay in closing out old stocks and at a price that will move them, not so much because he can replace them at a less price but because he can buy better goods at a less price."

Deputation Lauds British Methods

Dinner Given by Retail Merchants Association in Windsor Hotel, Montreal—Reference Made to Splendid Entertainment—Approval of Apprentice System in Building Sales' Force—Some of The Lessons Learned.

A NOTE of wholehearted appreciation of British business methods, British hospitality and British determination in face of difficulties was struck by the returning delegates from the Montreal dry goods trade to the deputation of Canadian and American dry goods men which recently visited the British Drapers' Chamber of Trade in England, at the reception and dinner tendered them on July 26th. last in the Windsor Hotel by the Retail Merchants' Association to welcome them home.

The returning delegates were, J. D. Chesney, General Manager of Almy's Limited; Armand Dupuis, of Dupuis Freres Limited; A. G. Dugal, Manager of Dupuis Freres Limited; and Theo. G. Morgan, of Henry Morgan Limited. Mr. Morgan however, was unable to be present, as he had returned before the other delegates, and has now gone back to Europe for a further visit. The deputation was a return visit in exchange for the visit paid to Canada and the United States last year by a large deputation of the British Drapers' Chamber of Trade. All the delegates expressed themselves as delighted with the reception which awaited them over there and with the beneficial experience they had gained during their visit.

J. D. Chesney, chairman of the Canadian Delegation to the United Kingdom, and General Manager of Almy's Limited, expressing thanks for the hearty welcome which awaited them on their return, paid a special tribute to the outstanding good fellowship and companionship of Theo. G. Morgan, to whom he said the party were indebted for rendering the trip supremely enjoyable.

He laid stress also on the courtesy of the American delegates. Although far in the minority, the Canadians were never allowed to feel that they occupied second place.

When Entertained

The Lord Mayor of London, Sir Woodman Burbridge, Gordon Selfridge, the Mayor of Southampton, the Earl of Warwick, Duke of Portland, and numerous public bodies, arranged various events to welcome and entertain them.

He drew attention to the custom amongst the different trade organizations in England of taking care of orphan children amongst their own industry. He felt the idea was worthy of imitation by trade organization on this side.

The lack of coal and consequent distress resulting from the coal strike excited his sympathy. Some of the firms had to save their coal for a whole week in order to be able to give the delegates a demonstration of their factories running full blast.

He was impressed with the evidence of a general and ardent desire among the British people everywhere to see the Irish trouble settled fairly and honestly toward everyone concerned. He found evidence of as progressive a spirit amongst Old Country business men as was to be found in this country.

Apprentice System

The system of apprentices and building sales forces impressed him as admirable. The skill shown in laying out store displays also appealed to him. The color sense shown in this direction was remarkable. The elimination of unnecessary services in English stores enabled them to run at a lower overhead cost. He found, however, their system of handling cash appeared crude. His impression of prices was that they were high. Manufacturers were ready to fill any orders given, but were not ready to risk making stock in advance.

He thought it would do much good if other trades would exchange visits, as the dry goods men had done.

He raised a voice of protest against restriction on immigration from countries with a reputation for hard work, like France and Belgium, which he had visited. Canada needed such immigrants, and he could not see the wisdom of discouraging them.

Lesson Learned

Mentioning that he had travelled to Berlin, Frankfurt and Cologne, and discovered that the Germans acknowledged that they were defeated, Mr. Chesney spoke of their great industry and said that while he held no brief for the German, it must be recognized that 46 million people could not be exterminated or disregarded.

"The time will come when we will find it necessary to trade with them," he said. "This is the attitude which most countries are taking up, and I hope Canada will do the same, not for the sake of helping the German, but for the benefit of the general inter-change of trade."

A. G. Dugal, of Dupuis Freres Ltd., after a brief chronological review of the trip, spoke in appreciative terms of the lesson they had obtained during their visit to Great Britain in economical operation.

The fall in wholesale prices had checked production, as stocks of goods were now on hand in some lines in such quantities as to create a buyer's market.

He felicitated Mr. Chesney, who answered the toast of Canada seventy times with a new speech every time.

Armand Dupuis, of Dupuis Freres Limited, spoke of the influence exercised by the various trade guilds for the good of their industries and the community in general. He repeated some interesting tales of oil customs connected with these trade guilds.

N. A. Nixon, Manager of Henry Morgan Company, Limited, presided and was accompanied at the head table by Ald. Rubenstein, representing the Mayor of Montreal, Capt. Edwards, Armand Dupuis, J. D. Chesney, A. G. Dugal, Narcisse Dupuis, G. B. Fraser of Greenshields Limited. H. Lvoie of Alphonse Racine Limited,entertained the company durin the evening by rendering "Toreador" (Carmen), "La Marseilleise," and other solos.

ENGLISH TEXTILE TRADES SHOW MORE UNEMPLOYMENT

London—Though employment in England shows signs of recovery in the latest figures, there has been an increase in unemployment in the textile trades generally. The silk industry showed a decrease of 8 per cent in employment during the last month, but 4,163 being at work on July 8. In the districts around Macclesfield, Congleton and Leek, 62 per cent of the workers are on a 17-hour week.

There was a decrease of 6.2 per cent during the month in the woolen industry though the worsted trades gained 2.1 per cent. Around Dundee there has been a decrease in employment of 70.9 during the year and 51.6 during the month. All 2,465 workers reported upon are working less than half time.

In the linen trades there has been a decrease of 20 per cent during the month and 62.5 during the year. Many of those employed are working short shifts.

The lace industry showed little change in employment.

There were approximately 50,000 fewer unemployed in England than during the previous month.

British Industries Fair 1922

The next British Industries Fair will be held in London and Birmingham between the 27th February and 10th March, 1922.

The British Industries Fair is open to manufacturers in all parts of the British Empire and buyers from all over the world are attracted. It affords an excellent medium for bringing manufacturers in direct contact with buyers as only bona fide manufacturers are permitted to exhibit and buyers are admitted to the Fairs by invitation only. The general public are not admitted.

Full details regarding the Fair can be obtained from H. M. Trade Commissioners at 248 St. James Street, Montreal, 260 Confederation Life Building, Toronto, or 610 Electric Railway Chambers, Winnipeg.

Price-The Big Factor in Fall Trade

The Consuming Public Will Be on a Shopping Expedition, and Will be Open to The "Price" Argument—Farmer Believes He Is Paying Too Long a Price And Accepting Too Short A One—Unemployment And Conservatism—The Value Idea.

IT IS becoming increasingly evident that " price" will be the outstanding factor in fall merchandising. It is an exact reversal of conditions of two years ago when price was immaterial, when "the-higher-the-price-the-better-we-like-it" motto was on everyone's lips—buyer and seller alike, when salesmanship consisted of handing goods over the counter and taking money for it. New times and conditions require new methods. The retailer who sits back and says to himself, "Well, I bought goods at high prices and the public will pay the shot or go without" is living in a fool's paradise—the public will neither "pay the shot" nor "go without"—necessaries will be bought and some luxuries indulged in no matter the times. If you, Mr. Merchant, do not meet competition either local or out-of-town competition, you will be the sufferer, not the public.

Growth of Shopping Habit

Some few months ago it was noticeable that the consuming public had retrenched from the 1919-20 habit of buying on sight. People began to "shop," to "look around." In both the men's and the women's wear fields it was the same. The idea that prices were too high had taken its first lodgement; the consumer wanted to find out if by a little extra effort a certain article could be bought at a lower price "somewhere else." That was the beginning of the "shopping habit." From that very moment aggressive merchants began to figure on lower overhead expenses, a narrower margin of profit and better salesmanship on the part of his staff. Every day that these three important factors in merchandising were put off meant loss of business—to somebody else—because there is always somebody else who is a keen competitor either in or out of your town.

The shopping habit has grown apace and will be more noticeable this fall than it has been for some years. There are additional reasons why it should be, reasons that have developed during the past few months. It is well for merchants in all parts of the country to realize these conditions and face them.

Price of Farm Products

The basis of Canadian prosperity is the farm. Whenever the sun smiles on the country it likewise smiles on the city. In other words, when prices for farm products bring a fair return for the amount of capital invested and the labor involved industry reflects that condition accurately. Manufacturers are kept busy; retail trade is good; there is the normal demand for necessaries and luxuries alike. But when the price of farm products falls to such an extent that retrenchment begins with the great farming community, depression is noticeable. The farmer may have the money but he won't spend it till prices suit him. And today, prices do not suit the farmer.

What Two Farmers Said

Some time ago the writer was in conversation with two farmers. He put to each the same question. "Is there anything you want that you could and would buy if prices suited you." One said he wanted a disc harrow; the other wanted to build a new home for himself. "If prices of the things you require should come down 25 per cent during the next month would you buy your disc harrow and would you build your house?" was the next question. The answer in both cases was in the affirmative.

The farmer believes that he is still paying too long a price and accepting too short a price. In other words, he is accepting pre-war prices for his commodities and is asked to pay prices for other commodities which he thinks are too high. The appeal to this man has got to be convincing and satisfying. The great farming community which is the backbone of business for hundreds and thousands of retail men in this country must be appealed to with a price argument that convinces them that fall prices are within reason and truly reflect the readjustment period as far as it has gone. The farmer may be looking for lower prices than will be offered this fall—he may expect prices that are impossible taking into consideration the cost of production— but he is open to sound argument. The merchant's argument must be made through his advertising, by window display and by expert salesmanship. The "price" note should never be silent; it will be watched for this fall and winter as it has not been watched for some years.

The City Retailer

The outlook for the city retailer is much the same, perhaps not quite so good. The farmer has the money and will spend it if convinced that prices are right. There are many in the cities who may be unable to spend even if so disposed. The unemployment situation is pressing. Unless labor does its share in solving the problems of the readjustment period by meeting reasonable demands for lower wages, the unemployment situation may not improve. Unemployment affects more than the unemployed; it has an influence on all and creates a tendency to conserve, to buy only the bare neccessities, to retrench generally.

It is an absolute certainty that "shopping" will be popular in the large centres of population. Necessity will drive many to it; the desire to conserve will drive others. The "price" appeal must be made powerful, irresistable. People are going to look for values in all they buy. They know they can get it in another store if you haven't it—something that retailers who are inclined to skimp their stocks should bear in mind. They are not going to be met with the plea "Oh, we can't get it; it is not to be had"—at least, they will not be satisfied with it, They will go "shopping" and, ultimately, will get what they want and at the price they want it.

"Value Idea"

We know of one store that is having unusual success in promoting the "value" idea. That is, they are everlastingly driving nome the argument of "price" and what money will buy at their store. The store we refer to is one that uses a full page advertisement in one of the western Ontario cities.

"Our Values are right; you are the judge."

"The full searchlight of truth is thrown on our values."

"Do you notice how the crowds respond to our advertising of values."

"If economy rules your expenditures you will welcome these values."

"Competition is active but we meet it with values."

These are some of the flare headlines that stretch right across the face of their full page advertisements form day to day.

They are worth studying, and the big idea behind them—that price will count—is worth grasping.

STYLE FORCAST

Continued from page 62

Young Men's Vests. Style—Single Breasted; Bottom Corners—Long Points, Sharp Cut-away; No Collar; Length of Opening—16, U-shaped; Length—27½; Number of Buttons—6, set Close Together; Style of Pockets—Cresent, Piped.

Men's Vests. Style—Single Breasted. Bottom Corners—Slight Cut-away; No Collar; Length of Opening—13½; Length—26½; Number of Buttons—5; Style of Pockets—Regular.

Fuller & Son of Bancroft whose woollen mill was recently destroyed by fire are preparing to commence operations again within a few weeks.

New Methods for New Conditions

Consumer Must Be Attracted by New Merchandising Schemes—Public Will Respond To Price Appeal — Merchant Finds That Featuring Specials Brings Results

SOME anonymous authority on business methods has been quoted as saying that he has found, "the average retailer is a hard man to teach." He might very well have gone further and amplified this remark to the effect that "customers need a lot of educating nowadays," for as a direct result of several interviews with leading clothiers and haberdashers in Montreal, Ottawa and elsewhere, the evidence indubitably proves that it is the retailer who is using his brains and his ingenuity to improve conditions, and to educate his customers to appreciate the fact that prices are really on the down grade, while values were never better.

While looking forward to the fall season some retailers are apt to view the prospect with gloomy forebodings, feeling that it will be harder than ever to get business and even with all the extra exertion that they can muster up, they feel that profits will be almost negligible in comparison with former years. What the retailer should do at the present time, according to the opinion of several successful members of the trade, is to take his customers more fully into his confidence and when he makes a statement regarding his merchandise he should invite questions and stand ready to show his invoices if need be to substantiate the facts and figures.

Public Looking for Values

The public is on the look-out for bargains and the phrase "pre-war prices or values'" must be very carefully handled. To use it unadvisedly is to court disaster of a type not easily remedied. But properly featured, the bargain can be made the instrument to attract customers to the store, not only to purchase the particular article featured, but to encourage them to stock up on lines which are regularly carried.

Trying New Plans

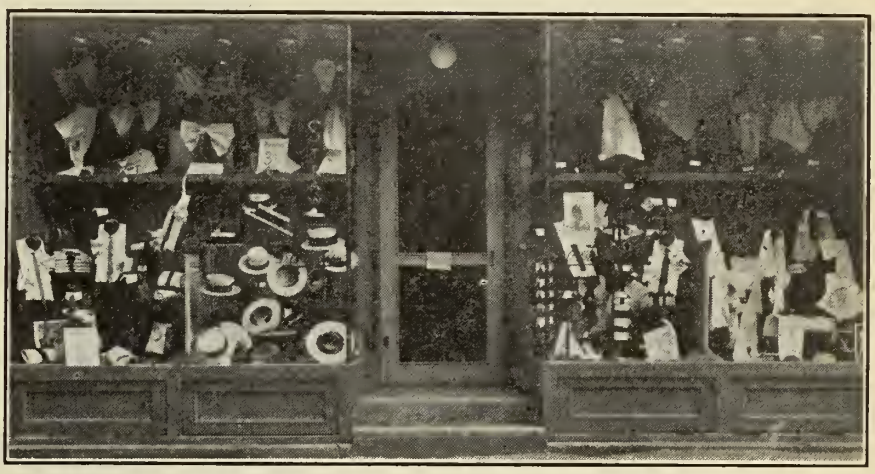
In the endeavour to capture as much business during the coming season, various plans have been devised and thought out by leading men's wear dealers with whom Men's Wear Review has discussed the question. A leading Montreal store has decided to try out several ideas in turn, in order to prove to its own satisfaction what plan best suits present merchandising conditions. The one idea which is already being tried out is the featuring of a sale of any merchandise which it is desired to move quickly, either all one kind or assorted stock, the especial feature of this sale, however, lying in the fact that long before it actually takes place, orders are accepted for the merchandise, to be sent C.O.D. or paid in advance as desired, the clerks being instructed to introduce the lines in question whenever a customer purchases in their department, merely suggesting that a sale will be held in 10 days or so. The especial merit of this form of advance selling is that customers can be interested in the sale by degrees, and they will tell their friends about the low values offered, so that by dint of taking orders for a week or so, the stock is generally low enough on the date of the sale to be cleared out rapidly. The fact that the goods may actually be entirely sold out before the advertising sale date, tempts many customers to place their orders immediately, for according to this store, everybody likes to "be let in on a good thing," and no matter whether it be a discontinued line of collars or a lot of knitted ties, a bargain price will still carry the day.

Customers usually prefer to pay the amount of the purchase and take a receipt. The purchase is not necessarily delivered immediately, but is promised at any time within the week. This obviates the trouble of extra deliveries which might otherwise interfere with regular business.

Featuring "Specials"

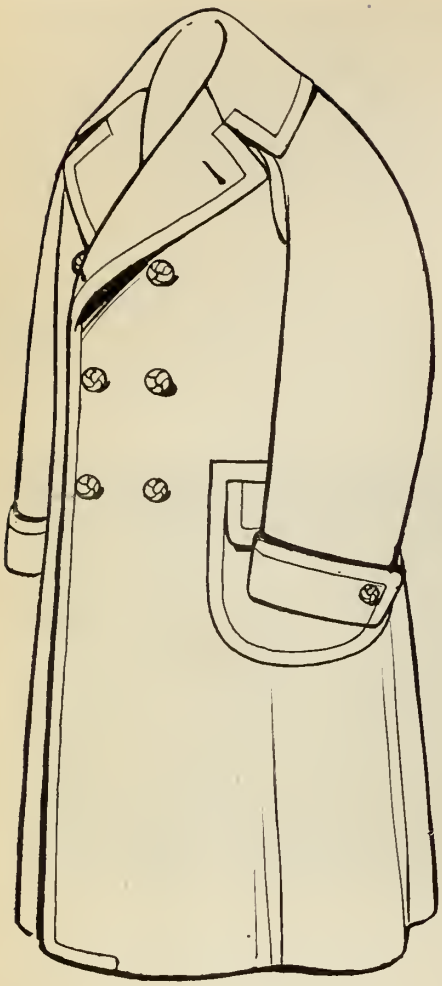
Another store which caters to a high priced trade is going after fall business by means of "specials," which being interpreted means that they are going to pick out one item in each range of stock and feature it prominently at a price so low that customers simply cannot resist it. Memories of pre-war value will cause buyers to realize that these specials are bargains in every sense of the word, and to those who consider that a fifty cent necktie is "plenty good enough" or wash leather gloves at $2

(Continued on page 88)



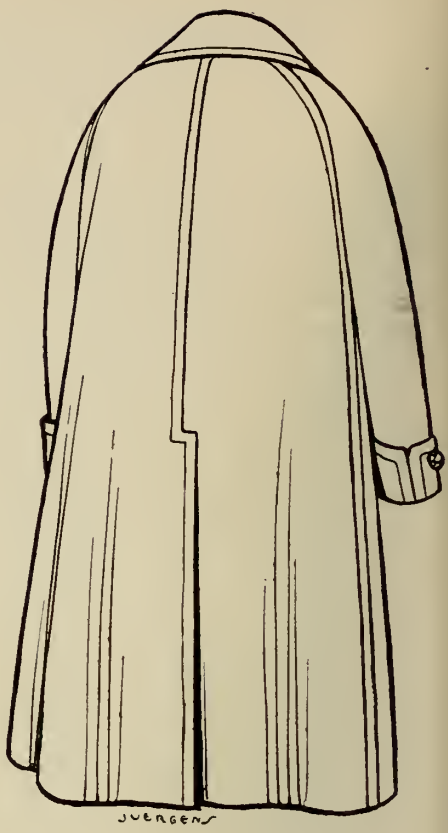
R. G. Reeves & Co. have just opened a new store in Kingston, Ontario, the name of it being "The Club." The D. S. Collier stock was purchased by Mr. Reeves together with the cleaning and pressing business of Warwick Bros. Above is the picture of their first new windows.

Above is a reproduction of the interior view of the new store "The Club" owned by R. G. Reeves & Co., of Kingston.



"STORMKING"

New model shown by Hoffman Ducoffe & Co. Montreal. Note the large English raglan style with plenty of flare to lend a swagger effect.



Important Convention at Hamilton

Advertising Affiliation To Meet There September 30 and October 1.

The Advertising Affiliation Convention will be held in Hamilton, this year at The Royal Connaught.

In addition to the present Clubs which hold membership in this organization, viz.—Cleveland, Rochester, Buffalo, Canton and Hamilton, five new clubs will line up for the event and it is expected that they will be granted permanent membership in the organization. Among the newcomers are Erie, Ohio, Toledo, Ohio, London, Ont., Toronto, Ont., and Montreal, Que.

The slogan is adopted for the Convention is "Let's to Business" and it will be the theme of this business like assembly. The dates of the meetings will be Friday Sept. 30 and Saturday Oct. 1, and much will be accomplished in this short period.

On Friday morning an International Golf Match between teams representing the various Clubs will take place at the Links of the Hamilton Country Club which is regarded as the finest course in Canada and according to "Chick" Evans is one of the very finest in America. A handsome trophy has bees donated for this event.

Many will motor to Hamilton but in addition special trains will be run from Rochester, Buffalo and Cleveland.

Premier Meighen of Canada has consented to speak at one of the sessions and another member of his Cabinet will in all probability speak on world trade conditions.

The speakers who will introduce business subjects have been very carefully selected and the complete programme which will soon be announced will be exceedingly interesting.

NEW METHODS FOR NEW CONDITIONS

(Continued from Page 87)

are good enough for best wear, these selfsame items set forth in an attractive window display will prove irresistibly attractive.

The buying public has got to be humored, studied and catered to in some way or other, the facts are plain, the said public being plainly in a state of complete indifference to anything which savors of the ordinary and conventional.

CONDUCTING A BUSINESS ENTERPRISE

(Continued from page 76)

the right side, and placing it in the income section. If the business is such that the items are too numerous—and it is possible to take an inventory frequently—then the profit on the sales is determined as follows:

Stock on hand begining of period ..... $
Add stock purchased during period ..... $

Deduct inventory end of period .....$

Difference is cost of goods sold ..... $
Sales during period . $
Deduct cost of goods sold, as above .... $
Difference is profit on sales ..... $

Profits on Contracts (Accounts No. 21.)

When a contracting business is carried on, the profit on the contract—which is the difference between the cost of the operation (whether in material, labor or other expenses) and the price charged the customer—is credited on the ledger sheet on the right-hand side, and placed under this income section.

Interest on Bank Balances (Account No. 22.)

This is the amount which your bank allows for average cash balances. It is placed on a ledger sheet—it is credited on the right-hand side under this section, from your cheque book.

(Continued in next month's issue)

SPERO POCKETINGS

TWO OF A KIND Both Reliable

Richard Haworth and Company Limited, England

Get your share of the

Unprecedented Demand

for EVENING CLOTHES occasioned by the abnormal growth of Fraternal Societies, new Associations, new Clubs, etc. At these gatherings all men desire to appear at their best and don a DRESS SUIT on all possible occasions.

We specialize in this class of work and can give you speedy delivery if required.

See our HIGH GRADE GARMENTS for MEN and YOUNG MEN. Tailored to exact measurements. INDICO SERGES at High Values and Low prices.

Our CUT, MAKE and TRIM Dept., and SPECIAL ORDER Service assist you to expand your business and decrease your overhead expenses.

A. E. RICHARDSON & CO.

Makers of High Grade Clothing for Men.

172 SIMCOE ST. TORONTO.

THE MANUFACTURER INSURES HIS PLANT, machinery and merchandise.

The merchant insures his buildings and stock.

The farmer insures his stock and equipment.

The family man insures his house and furniture.

Every man insures his life.

Insurance protects investments.

The advertiser's insurance policy is the report of the Audit Bureau of Circulations on the publications with which he places contracts.

He protects his investment. He insures himself against misrepresentation of circulation. He knows that he really gets what he is paying for.

The reports of the Audit Bureau of Circulations on Hardware and Metal are furnished on request.

We insure our advertisers.

Are You Able to Turn Your Spare Hours Into Dollars?

If not—and you are really trying to cash in on the spare moments you have during the day or after working hours—if you have made up your mind to take hold of some proposition and sail right in and actually increase your monthly income without hindering your regular work—surely you will want to know about MACLEAN'S plan for making each spare moment count. And even if you are already making money during your spare time—still you can add to your income with very little additional efforts. For you can have full particulars of MACLEAN'S plan absolutely free. If you will merely drop us a card we will send you the complete details of this plan. It will cost you nothing to find out exactly how others with spare time have materially increased their monthly earnings. For full information or the agency in your locality, write and right now,

Dept. WB

MACLEAN PUBLISHING COMPANY, Limited

143-153 University Ave., Toronto.

NO MORE SUSPENDERS

E. M. Suspender Belt

for

Work, Sport, Office or Dress

Invisible

Immovable

Pants Kept Up. Shirt Kept Down

Canadian Patent No. 176829 U.S.A. Patent Applied For

E. M. Suspender-Belt
(EVERYMANS)

MANUFACTURED BY
UNIFORM & EQUIPMENT CO. LIMITED
57 Colborne St
Toronto - - - CANADA
PHONE MAIN 5435.

TESTIMONIALS RECEIVED DAILY

E. M. SUSPENDER BELT

gives ease to movement and keeps the trousers in proper position. No hitching up the pants. No strain on buttons and cloth.

Look well to the Festive Season for increased sales. For Indoor Sports and Dancing no better suspender can be had and for Christmas Gifts they are attractively boxed. This Belt is better than a suspender; it will not slip or pull, but adds to comfort.

Write us for information on **UNIFORMS.**

We are experts on these, Naval, Military, Bands, Orders, Clubs, Cadets, etc.

MANUFACTURED BY

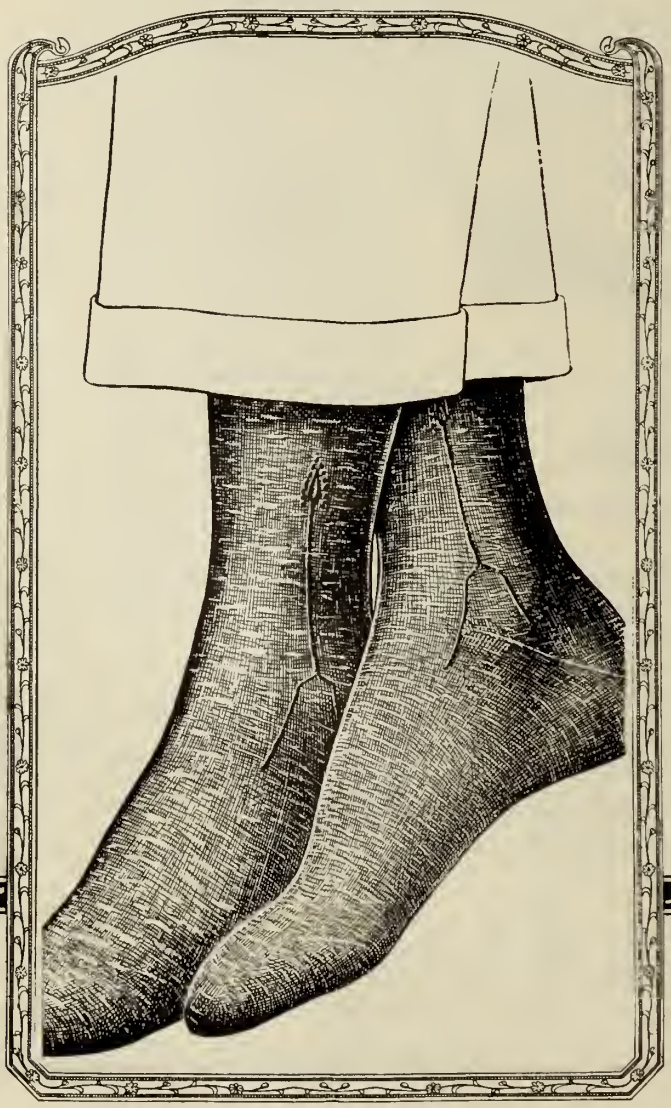
THE UNIFORM & EQUIPMENT CO.

57 Colborne Street, TORONTO

Mercury Hosiery

What Do You Sell Men in Hosiery?

AS a rule men are not the discriminating buyers that women are. They want good quality, style, fit, etc., but they trust you to give it to them. If you please them they come back for other things. In other words they put the responsibility on you and if you serve them well you get the business.



Think of this when you buy new stock and buy only goods of which you are sure. Your customers will insist upon

Quality
Comfort
Appearance
Long Wear

Mercury Hosiery will satisfy and please your most particular customers. They are made from carefully chosen and tested materials and are manufactured in silk, cotton, mercerized, cashmere and in silk and fancy mixtures.

Recommend Mercury Hose to your trade. They are satisfactory and bring to you and retain for you the class of business for which every progressive merchant is working.

Mercury Mills Ltd.
Hamilton Canada

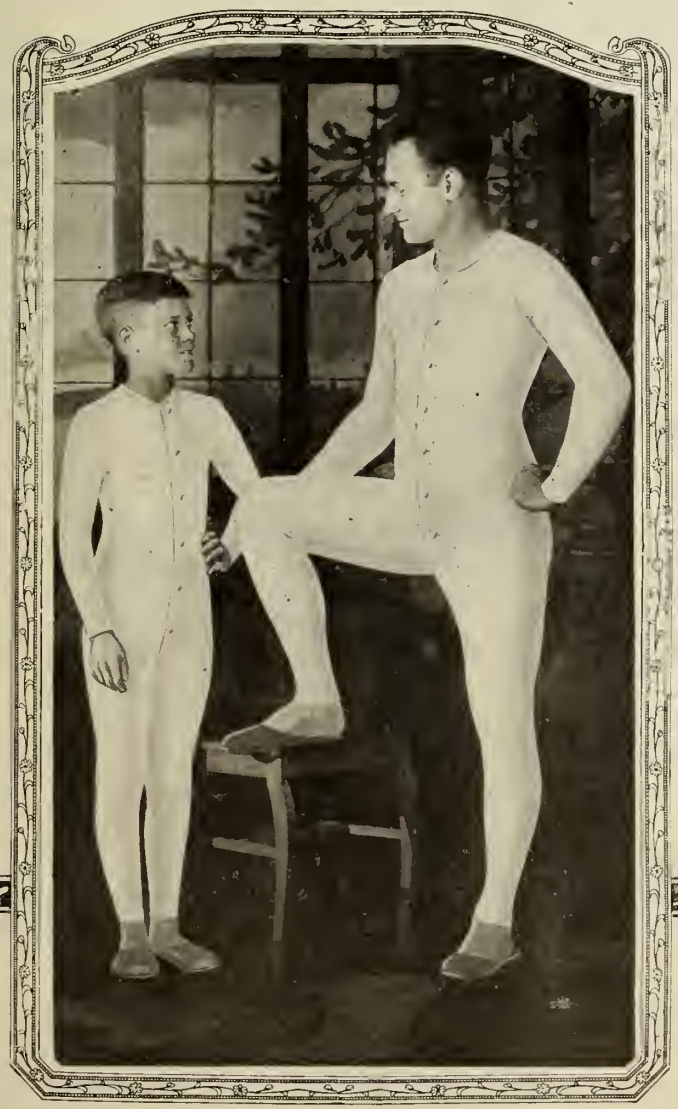
Makers of Underwear and Hosiery for Men, Women and Children.

Mercury

Underwear

NEVER was the buying public as critical as at the present time. The buyer now demands quality at a reasonable price. **Your** policy is to handle goods that will satisfy his severe demands.

Mercury Underwear is quality underwear. Examine it from every standpoint. The materials are the best obtainable. Every process of manufacture receives the same painstaking care. Each garment is cut from patterns made to fit the body comfortably without strain or bulges and yet giving plenty of room for action.



A few of the most popular Mercury Lines are listed below. You should have them.

1280—Pure wool cashmere, white and natural, two-piece and union suits—beautiful garments of finest quality and workmanship.

1225—Best quality cashmere for warmth, blended with Egyptian mercerized cotton to give wear and that soft silky feel.

912—Silk and wool—fine ribbed.

1200—Highest grade cashmere plaited over soft combed cotton. The proper weight underwear for indoor workers.

Our boys' underwear lines follow the adults exactly as to quality of materials, precision of cut and care in all the stages of manufacture. They are made to give the youngsters solid body comfort and at the same time to withstand the hard usage of vigorous childhood.

Display Mercury underwear. Your customers can see it is quality goods at a glance. Let them examine it. They will appreciate it.

Mercury Mills Ltd.

Hamilton Canada

Makers of Underwear and Hosiery for Men, Women and Children.

For FALL 1921 THE STYLE For SPRING 1922

See this New Model before ordering elsewhere. The Prices are exceptionally low for these HIGH QUALITY TWEED HATS. The shape is new, hand tailored from the best tweeds only. Observe that the silk stitching around the crown is in even rows, and the design of this stitching around the sides renders the hat firm yet pliable, re-inforced with canvas for further stiffening and makes it watertight. The wide black silk band is a feature of this Style and gives it a distinguished appearance. The silk linings are carefully stitched in and it is a Perfectly FINISHED Headwear. It is safe to predict that it will have a long and successful run. It is THE Style, and will keep YOUNG MEN INTERESTED in Headwear that is up-to-date.

Look over our CAPS for MEN and BOYS

This present assortment offers you quick returns based on QUALITY, FINISH and STYLE, the kind that appeals to the well dressed Young Man and Boy. Large and complete range ready for immediate delivery, including the most popular brands of BOYS' CAPS. "BOY SCOUT", "ALLIED FLAGS", "MAPLE LEAF", "BEAVER," etc.

SEE OUR MONEY MAKERS IN KIDDIE HATS.

Designed with an eye to attract the mother. See the great variety of these, compare the prices and order now while the prices are in your favour.

The House of Value

Palter Sons

122-128 Wellington St. W.
TORONTO

You have observed the tremendous increase in Athletic Clothing Sales.

We can supply your requirements for all kinds of

ATHLETIC CLOTHING

at prices that give you a generous margin. Order Now for the FALL and WINTER SPORTS, SOCCER, HOCKEY and GYM. PANTS, HOSPITAL, INSTITUTIONAL AND SERVICE WASHABLE CLOTHING AND REQUIREMENTS.

Also White Duck and Cotton Clothing.

HUDSON - PARKER

LIMITED

The Washable Apparel People

Darling Building **96 Spadina Ave.** **Toronto**

Announcement Extraordinary

We are discontinuing business in our Jobbing Department to concentrate on SPECIALTY CLOTHING. SHIRTS and NECKWEAR of our own make exclusively.

Our entire stock of New Seasonable FALL and WINTER FURNISHINGS will be disposed of immediately at remarkably low prices.

Get in touch with us at once while stocks and assortment are complete and protect yourself against Fall Shortage at Bargain Prices.

UNDERWEAR, HOSIERY
MUFFLERS, GLOVES
SMALLWARES

also

Special Clearing Lines

in

SEPARATE PANTS
NEGLIGEE SHIRTS
FALL and CHRISTMAS
NECKWEAR

Try us on open order mentioning price limit.

MILLER MEN'S WEAR Limited

44-48 YORK STREET, TORONTO, ONT.

Men's Furnishings of the Better Class

ACME
TRADE MARK

9240 TRIPLE STITCH-Peccary Hogskin

A glove you can absolutely guarantee

A Selection from our full range of fine gloves.
Ideal for motorists or those who drive. There is no wear-out to it.

Acme Glove Works Limited

Montreal

ACME A MAKE

Quality Must Be Maintained and Quality Costs Money

PRE-WAR standards at pre-war prices are not possible—at least, not in men's clothing.

Woolen textiles, while at but one-half the prices asked at the peak, are still 100 to 125 per cent. above pre-war prices.

Labor is 100 to 125 per cent. above pre-war rates, with 44-hour weeks instead of the pre-war 48.

Linings are from 100 to 150 per cent above pre-war figures.

With such conditions prevailing, it is obvious that the manufacturer of men's clothes who would sell at pre-war prices must sacrifice the quality of his line.

We propose to be frank and honest and we tell you now that we are determined to maintain the high quality of T & D Clothes for men who care.

We have marked our line for spring trade very close and are producing for a large output. We will have a bigger turnover at less profit, which will not interfere in any way with the high standards of the T & D line.

Our prices are the lowest possible prices at which high quality clothing for men can be sold.

Our new models for Spring and our new prices will be an invigorating stimulus to trade for T & D dealers far and wide.

Thornton & Douglas
Limited
Hamilton - Ontario

T&D Clothes
For Men Who Care

Aristocrat Straws

With a touch of To-morrow

QUALITY SUPREME
CPS
Aristocrat Straws
FINEST CANADIAN MAKE

Canadian Panama & Straw Hat Co.
Limited
579-585 Richmond St. W.
TORONTO

YOUR CUSTOMER WANTS TO MAKE AND SAVE MONEY

You can help him and yourself by selling him KANTKRACK

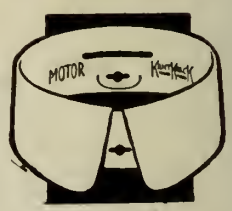
It is the little things that count—Many a retailer has discovered that by featuring a certain or few small products that greater returns can be made; also the average man finds that it is the little things that upset his calculations, the little moneys spent.

KANTKRACK COLLARS save his laundry bills; saves purchasing so many new collars. Saves his time in keeping appointments—these frequently mean REAL MONEY to him. A KANTKRACK COLLAR should complete the wardrobe of every man and boy who leaves nothing to chance.

To you Mr. Merchant KANTKRACK mean increased profits, pleased and permanent customers. Show them to everyone and the result will astonish you.

14 to 19

12 to 19



12 to 18½

KANTKRACK

Trade Mark Registered

One Grade Only and that the Best.

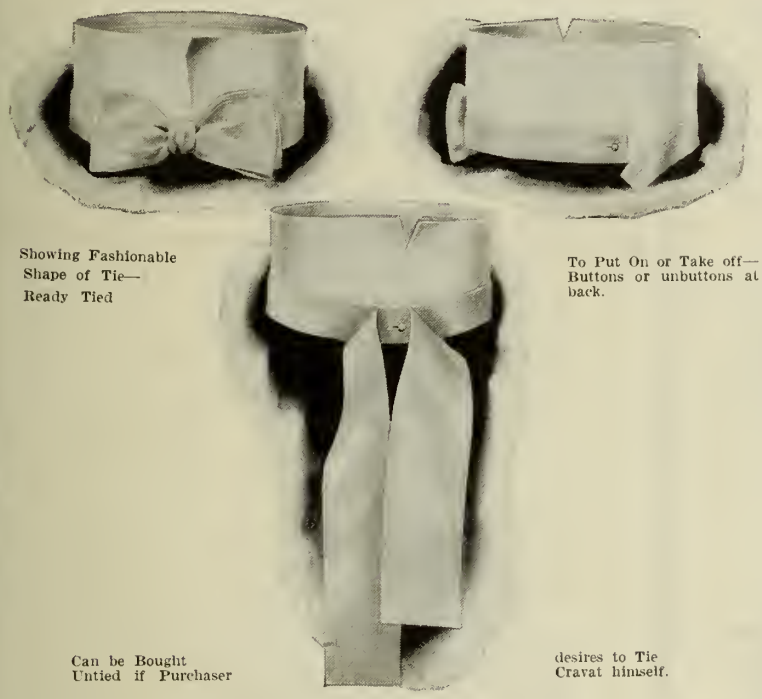
COMPOSITION COLLARS

Every collar guaranteed through the Dealer.

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879 HAMILTON, CANADA Est. in Canada, 1907

Reid's "Hantide" Patented March 29-1911 Dress Tie



Showing Fashionable Shape of Tie— Ready Tied

To Put On or Take off— Buttons or unbuttons at back.

Can be Bought Untied if Purchaser desires to Tie Cravat himself.

At the Evening Affair

To be correct, add the exclusive touch of a tie that is tied by hand. The well-groomed man likes to do away with the mechanical atmosphere imparted by the ready-made tie.

Reid's "Hantide" Dress Tie has all the advantages of the ready-made tie, also many features of its own.

Every tie is tied for you by hand. You put it on with the same ease as a ready-made tie. You take it off without untieing. It need not be retied for the next occasion. It cannot slip out of place and become unsightly.

When soiled, can be laundered, retied, made to look like new.

At all select haberdasheries.

If your furnisher hasn't the "Hantide" dress tie in stock, order direct from us and send us his name.

One of the series of advertisements which appeared in the leading newspapers throughout Canada.

This cravat, owing to its exclusive and much-appreciated features, is absolutely essential to the stock of every haberdasher catering to the man who uses dress clothes.

White $5.25 the Dozen
Black $7.25 the Dozen

A. T. REID CO., Limited
TORONTO
Sole Makers

Now Located
at our new address

South-West Corner
Bathurst and College Sts.
Toronto

Take Bathurst Cars from Union Station or take College Cars from Down Town. Get off right at our door.

The new location is a convenient one, with a better Manufacturing Plant from every angle. These advantages will enable us to give you better service than ever — prompt deliveries of efficiently made garments in all our well known lines:

Haugh Brand KIDDIES' GARMENTS 2 to 7 years

The original garment of its kind

ARM & HAMMER
SHIRTS AND
OVERALLS
BLOOMERS
TROUSERS
SHOPCOATS

BIG 88 OVERALLS

We are ready for your Call or Mail Order

The J. A. Haugh Mfg. Co.,
LIMITED
TORONTO - CANADA

INDEX TO ADVERTISERS

Acme Glove Works, Limited 96
Arrow Neckwear, Limited 35
Artcraft Cravat Co., ... 34
Atlantic Underwear, Limited 40

Bradford Buyers' Assoc., Ltd. 44

Canadian Panama & Straw Hat Co. 98
Campbell Mfg. Co., Ltd. 33
Cluett Peabody & Company of Canada, Limited .....Front cover and 47
Coppley, Noyes & Randall, Ltd..... 6-7
Cook Bros. & Allen, Limited 17
Cohen, Goldman & Company 18-19
Crown Tailoring Company, Limited 20

Dale Wax Figure Company, Limited 33
Deacon Shirt Company 36
Delfosse & Company 42
Dodds Knitting Company, Ltd. 12-13

Empire Clothing Mfg. Company 38
Elkin J., & Co., Ltd. 22

Fashion Boys' Clothing Company 35
Faire Bros & Company, Limited 43
Freedman & Company, The 10

Haugh Mfg. Co., J. A. 100
Hanson, Geo. E. 30
Haworth & Co., Ltd., Richard 89
Houlding & Coleman, Limited 11
Hollins & Co. Ltd., Wm. 45
Hickok Mfg. Co., Ltd. 2
Hudson-Parker, Ltd. 94

Island Spinning Co., Ltd. 35

Jackson Mfg. Co., Ltd. 37
Jones Bros., & Co., Ltd. 46

Keens Company Ltd., W. J. 48
King Suspender & Neckwear Co. 1
Kitchen Overall & Shirt Co., Ltd. .Inside Front Cover
Kitchener Suspender Co., Ltd. 16

Lang Shirt Co., Limited, The 14
Lace Goods Company, Ltd. 41
Leishman, William H. & Co. Ltd. 29

Mercury Mills 92-93
Moyer A. W. & Company 39
Monarch Knitting Company, Ltd. 23
Miller Men's Wear Ltd. 95

National Suspender Co. 36
National Cash Register Co. Ltd. 25
Niagara Neckwear Company, Limited.....
Nu-Way Stretch Suspender Co. .....
Northland Knitting Co., Ltd. .....

Oxford Clothing Company, Ltd. .....

Parsons & Parsons Canadian Co., ...
Palter Sons 9
Penmans Limited 21
Peck, John W., Co., Ltd. 4-5
Punchard-Birrel Co. 24

Raven Wm. & Co. 45
Randall & Johnston, Ltd. .....Inside Back Cover
Racine, Alphonse, Ltd. 3
Reid, A. T. & Co., Ltd. 99
Robe & Clothing Co., Ltd. 40
Robinson's Clothes Ltd. 42
Richardson A. E. & Co. 90

Schwartzman Bros. 31
Shaw Correspondence Schools 88
Shuttleworth J. R. & Sons, Ltd. 43
Stifel J. L. & Sons 27

Thornton & Douglas, Ltd. 97
Toole Bros., Ltd. .....Back Cover
Tip Top Cap Company 41
Turnbull Co., C., Limited 28
Tutt Clothing Company 26

Uniform & Equipment Co. 91

Westwood Mfg. Co., C. H., Limited 8-9
Wolthausen Hat Corp., Ltd. 32

Broadway BRAND

Clothes for exacting men

Co-operation Progress Profits

Stock up Now for FALL. Immediate deliveries guaranteed.

Build up your CONNECTION NOW and get your customers in line for your Fall and Winter stocks.

Whether MADE to MEASURE, or READY FINISHED "Broadway Brand" Clothes are tailored from the very best materials of Cloth, Canvas, Linings, Trimmings, etc., to ensure both Merchant and Customer receiving the greatest possible VALUE.

NOW READY FOR IMMEDIATE DELIVERY, OVERCOATS FOR MEN AND YOUNG MEN, a full range of sizes in all materials at such remarkable values that inspection will provide a fast clearance.

ORDER NOW and get an early selection.

Although our Travellers are on the road do not delay in ordering awaiting their arrival. Immediate attention is given all requests.

RANDALL & JOHNSTON

LIMITED

TORONTO

--The New Collar For Fall

In College we are offering a collar of medium weight—a logical follower of the lightweight summer models—that is bound to meet with instant sale.

Medium points. Band 2 in. Top 2⅛ in.

College will be ready for delivery Sept. 15. Remember the name—College.

Priced $2.00 the dozen.

TOOKE BROS. LIMITED

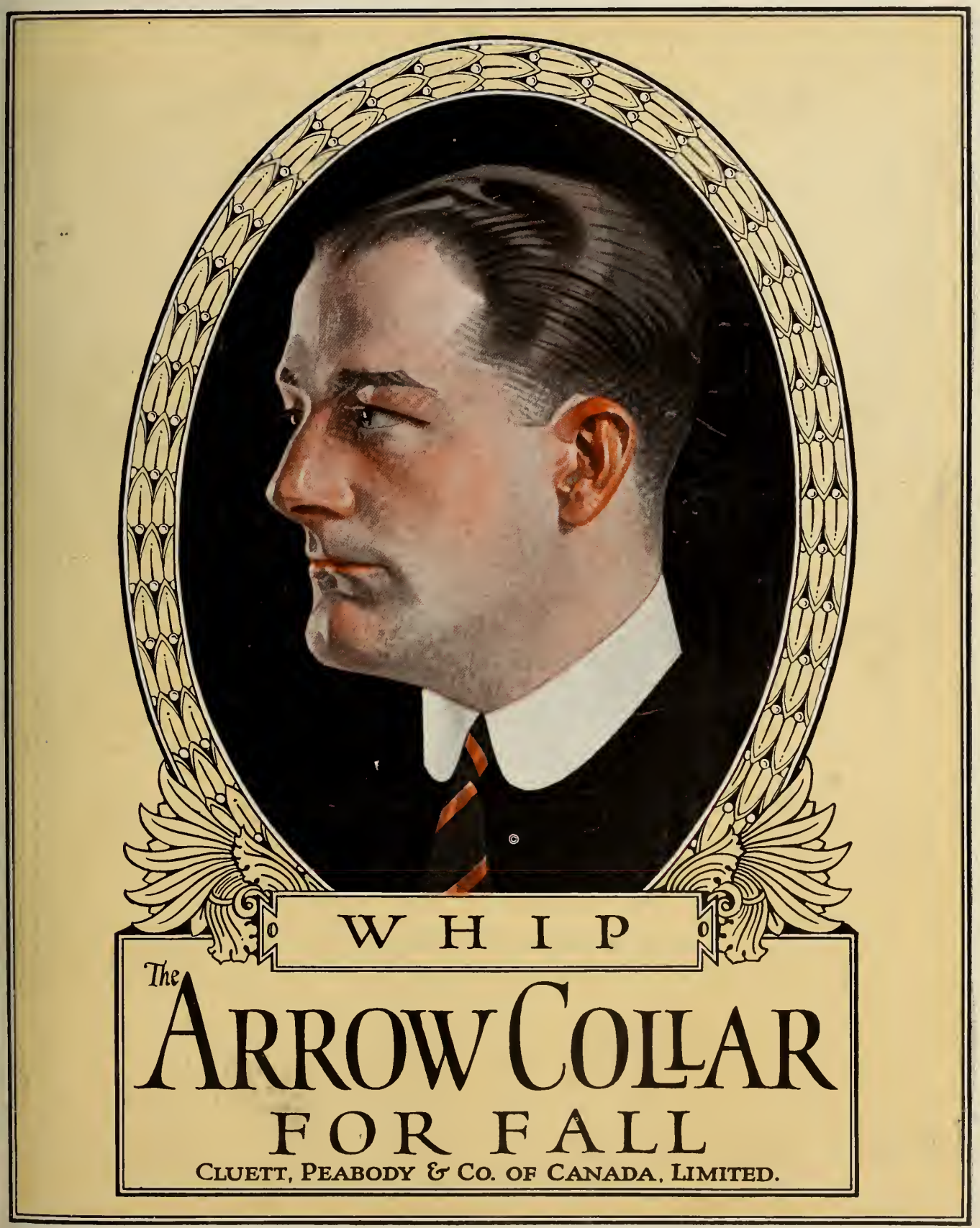
Shirts - Collars and Neckwear

MONTREAL

Toronto Winnipeg Vancouver

MEN'S WEAR REVIEW

olume XI | THE MACLEAN PUBLISHING COMPANY, LIMITED
PUBLICATION OFFICE: TORONTO, CANADA, OCTOBER, 1921 | Number 10



ARMOUR CLAD

CLOTHES *for* BOYS

ARMOUR CLAD

CLOTHES FOR BOYS

HAVE YOUR LAD ARMOUR CLAD

PROTECTED AT THE WEAR SPOTS.

ELBOWS, SEAT. AND KNEES DOUBLED

POCKETS REINFORCED

SEAMS RIP-PROOF

TRADE MARK & DESIGN REGISTERED

"*Have your Lad* ARMOUR CLAD"

Manufactured by

THE FREEDMAN COMPANY

MONTREAL.

TRADE MARK REG'D
QUALITY
New Era
CLOTHING
'TIS THE QUALITY BEHIND THE NAME THAT COUNTS

ALL ORDERS ACCEPTED SUBJECT TO STRIKES, ACCIDENTS AND CAUSES BEYOND OUR CONTROL.

The Freedman Co.
WHOLESALE CLOTHING

SOMMER BLDG.
COR. MAYOR AND ALEXANDER STS.

MONTREAL

October 18, 1921.

The Best Retailer
Every Town
Canada.

Gentlemen: —

We announced recently our new Designer from Rochester, Mr. Robert de Luca, and now wish to tell you something about our Range for Spring 1922.

Regarding fabrics,—for the first time in over six years, mills are showing something really new, and we have been able to secure a splendid line of English and Canadian tweeds and worsteds in fine herringbones, checks and over checks, plaids and Glen Urquharts, Lovat and tone effects, ranging from bright grays to solid and staple shades, as well as the good old fine-finished Saxonys and Botanys of pre-war days.

Our models possess an air which is different from what you usually see. They have only to be seen to be admired. They embrace the newest, as well as the most staple lines. In our entire line, however, which will comprise some thirty odd models for men's clothes, there is one particular feature that we wish to emphasize. We have not sacrificed comfort for style, but have adapted the graceful lines of young men's models to the requirements of satisfaction-giving clothes. The good style of our garments is only the reflection of the good tailoring that we put into them, and while this costs more money, our system of manufacturing enables us to produce our merchandise high in quality and low in price.

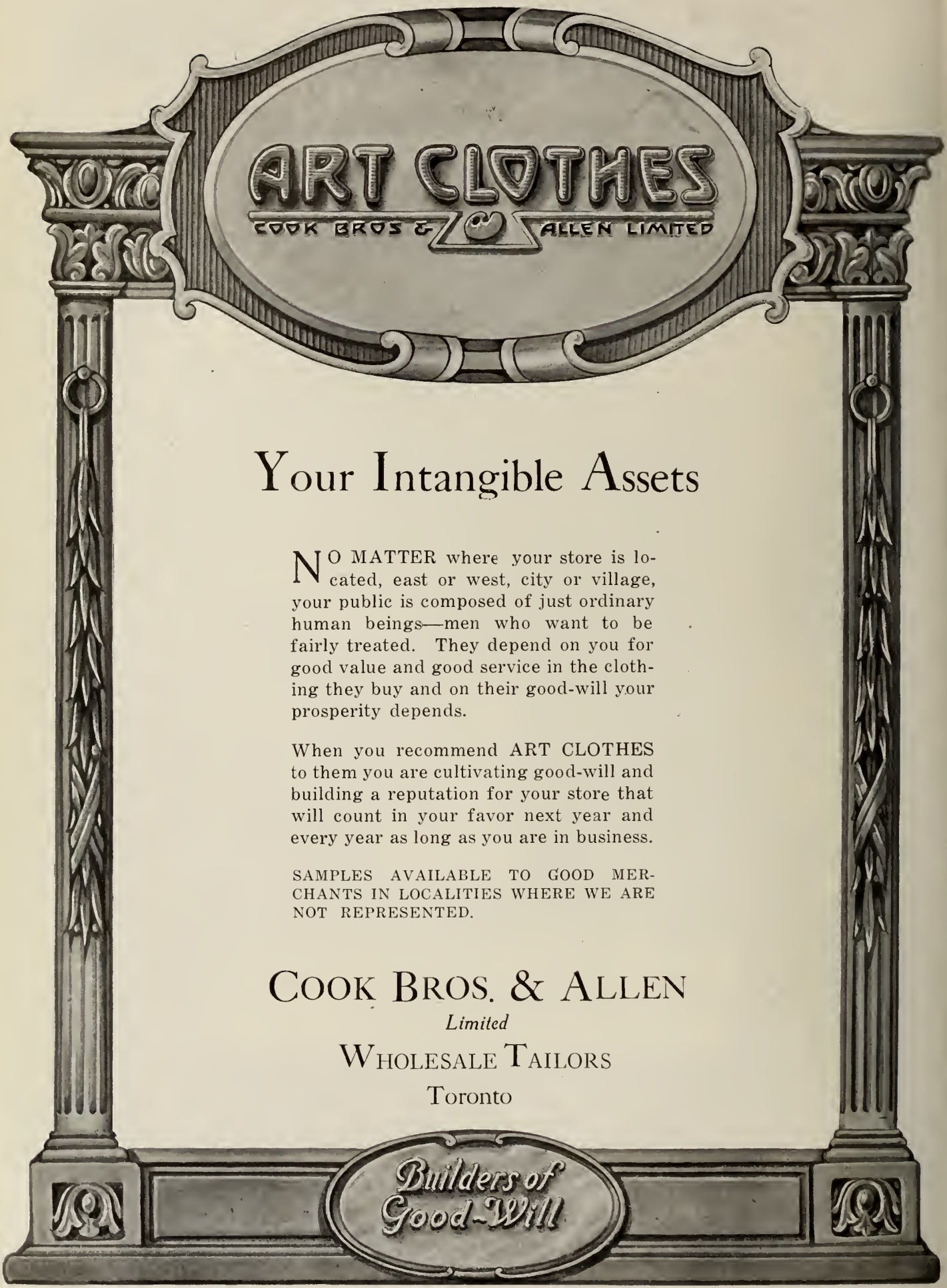
Our Representative will call on you shortly, and will advise you before coming of the definite date. We bespeak for him your usual kind consideration. We think it is particularly in your interest to see our line this season before placing orders elsewhere.

Yours very truly,

HRC/FT. THE FREEDMAN CO.

HAVE YOUR LAD ARMOUR CLAD

MEN'S-YOUNG MEN'S-BOYS'
and
Juvenile Clothing


ART CLOTHES
COOK BROS & ALLEN LIMITED
Your Intangible Assets
NO MATTER where your store is located, east or west, city or village, your public is composed of just ordinary human beings—men who want to be fairly treated. They depend on you for good value and good service in the clothing they buy and on their good-will your prosperity depends.
When you recommend ART CLOTHES to them you are cultivating good-will and building a reputation for your store that will count in your favor next year and every year as long as you are in business.
SAMPLES AVAILABLE TO GOOD MERCHANTS IN LOCALITIES WHERE WE ARE NOT REPRESENTED.
COOK BROS. & ALLEN
Limited
WHOLESALE TAILORS
Toronto
Builders of Good-Will

The Hickok Guarantee

Every belt and buckle that leaves the HICKOK factory is GUARANTEED to be perfect in every way and to give absolute satisfaction to the wearer.

HICKOK dealers know that the HICKOK guarantee is one which they can pass along to their customers without hesitation, for they know that HICKOK products more than satisfy the purchasers and that the HICKOK factory stands firmly back of its merchandise.

The latest HICKOK creations in Belts, Buckles and Gift Boxes are now being shown by our salesmen. There are many new and strikingly attractive numbers in the Line that you will want to see.

Be Prepared! Order Early! Order Enough!

The HICKOK MFG., CO., Ltd., 33 Richmond Street W. Toronto Ont.

Combined Canadian and U.S. Factories Largest in the World Manufacturing Belts and Buckles

ROCHESTER, N. Y., U.S.A.

HICKOK Belts & Buckles

Coppley, Noyes & Randall, Limited

Hamilton — Canada

Overcoat Selling Season Is On

The merchant who keeps his Overcoat Stock complete at this time---does not permit any of his sizes to run low---carries a full line of patterns and colorings to satisfy the desires of every taste---is the merchant who will procure the profits that go with increased sales.

Overcoats for Immediate Delivery

C. N. R. OVERCOATS with quality standards (woollens, tailoring, and styling) the same---but what's more interesting to you OUR PRICES ARE LOWER THAN LAST YEAR.

Our Salesmen will be out with the Spring 1922 range of C. N. & R. Clothes for Men, Young Men and Boys, during the coming month.

Coppley, Noyes & Randall, Limited

HAMILTON, CANADA

Peck's

1922
SHIRTS & CAPS

New samples for Spring being shown by our representatives include many numbers that will particularly interest keen buyers —from the standpoints of style, value and price.

Sorting Orders
Promptly filled.

JOHN W. PECK & CO., Limited
Montreal Winnipeg Vancouver

Peck's

CLOTHING OF MERIT
For Men & Boys

"SERVICE"

This is not an empty word to merchants handling Peck's Clothing. With our factory in Montreal and branch warehouses in Winnipeg and Vancouver we are enabled to look after the trade as few firms can.

Salesmen are now out with Spring lines.

Make use of our Special Order Department!

JOHN W. PECK & CO., Limited

Montreal Winnipeg Vancouver

ARROW SHIRTS

THE SHOWING OF STYLES *for* SPRING SEASON AWAITS YOUR INSPECTION

IN POINT OF MANUFACTURE, VARIETY *of* CLOTHS AND PATTERNS, AND IN STYLES, THESE SHIRTS REFLECT THE GREATEST CREDIT ON THE CANADIAN INDUSTRY.

CLUETT, PEABODY & CO. OF CANADA, LIMITED
MONTREAL TORONTO WINNIPEG VANCOUVER

Broadway BRAND

Clothes
for exacting men

Co-operation Value Profits

—OVERCOATS—

We are ready now for your selection from our complete range in the **SEASON'S STYLES** in

OVERCOATS

for

MEN, YOUNG MEN and BOYS

Be prepared with a varied range to meet sudden and immediate sales in

Winter OVERCOATS.

Many did not invest last season owing to the exceptionally mild weather---they need them **NOW.**

The increasing insistence on **BROADWAY BRAND** Suits by well dressed men, for their lasting wear and **sustained smart appearance** and the low prices to the Merchants make our **READY TO WEAR** Garments leaders in popularity and selling quantities.

IMMEDIATE DELIVERIES.

Intending New Clients are invited to write and investigate.

RANDALL & JOHNSTON, LIMITED
TORONTO

Many surprises in the nineteen-twenty-two line

The new patterns in Palm Beach Cloth surpass all former lines and include new blues, grays, tans, greens, browns, and black effects in unusual mixtures, stripes, and checks.

Every clothier knows from experience the demand that existed for Palm Beach suits this past summer. Be prepared for summer 1922 with an adequate assortment of staples as well as the newer designs.

THE PALM BEACH MILLS

Goodall Worsted Company, Sanford, Maine
A. Rohaut, Selling Agent, 229 4th Ave., New York

"CANADA'S CLOTHING HOUSE of the Hour"

VINEBERG, SAMIT Limited

Manufacturers of

Men's and Young Men's Clothes

NEW FIRM
NEW PATTERNS
NEW PRICES

We make our entry into the Wholesale Clothing Industry with

100% NEW SPRING PATTERNS

AND EVERY ONE A TRADE WINNER!

All our merchandise is bought at the lowest Market Price at the Mill, which enables us to offer

Exceptionally Good Values

Our models created by our own Expert Designer are the "LAST WORD IN STYLE AND GOOD TASTE"

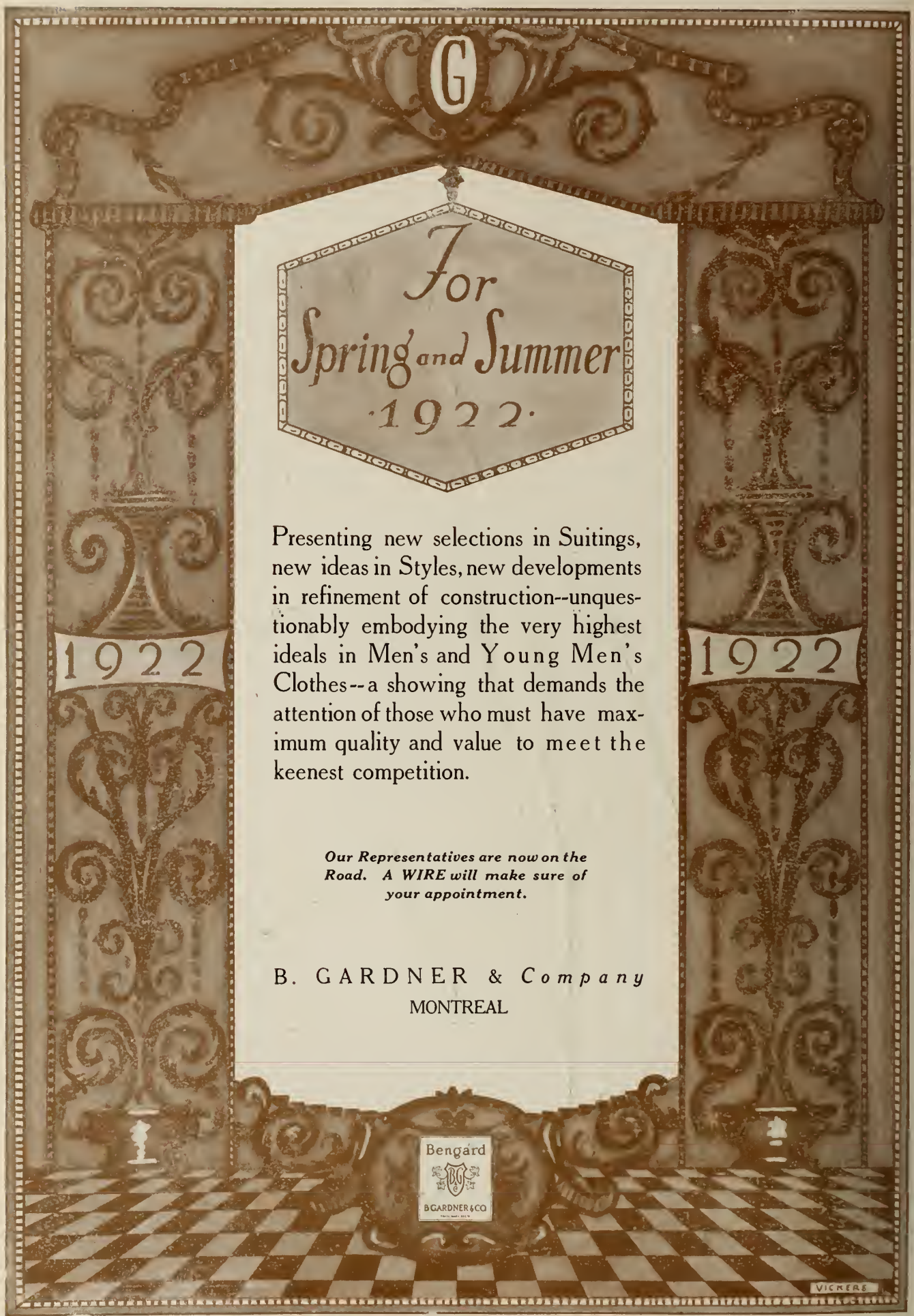
In justice to yourself, we strongly advise withholding your buying until you have seen our range for the

Spring Season 1922

OUR SALESMAN WILL CALL ON YOU SOON

VINEBERG, SAMIT Limited

338 St. Urbain Street, - MONTREAL


G
For
Spring and Summer
1922
1922
1922
Presenting new selections in Suitings, new ideas in Styles, new developments in refinement of construction--unquestionably embodying the very highest ideals in Men's and Young Men's Clothes--a showing that demands the attention of those who must have maximum quality and value to meet the keenest competition.
Our Representatives are now on the Road. A WIRE will make sure of your appointment.
B. GARDNER & Company
MONTREAL
Bengard
B.GARDNER & CO.
VICKERS

For Spring and Summer ·1922·

1922

JACK O'LEATHER and KLOTHKLAD Suits for Boys, in a wide range of richly patterned, durable materials, fashioned to give utmost style, comfort and fine appearance—embodying exclusive features of double-wear construction — the most desirable, fastest selling lines of Boys' Clothes in the Dominion.

A dealership for JACK O'LEATHER BOYS' SUITS (Leather reinforced) and KLOTHKLAD BOYS' SUITS (Cloth reinforced)—offers an opportunity to secure the bulk of the profitable Boys' clothing business **in your city.**

Complete Spring lines now being shown by our representatives. Your WIRE will have our immediate attention.

B. GARDNER & *Company*
MONTREAL

Jack O'Leather
TRADE MARK

VICKERS

Mercury Hosiery

Sell the line that *builds up* trade

When your customer finds Mercury Hosiery wearing so long and so well that he can't help noticing the fact—you can depend on him coming back again and again to help you **build up** your business.

We maintain this higher standard by no ordinary methods. It is maintained by the strictest tests known. We make our hosiery attractive, the dyes positively will not run; the fit and comfort is so well known that introductory sales are easy.

That is the kind of quality that built up our business—and it will **build up yours.** We do not mean the ordinary good quality that **sells.** We do mean the noticeable quality that makes one sale beget more sales—that **builds up** trade.

—and to accelerate your sales and keep them going strong, our big advertising campaign is working for you.

Mercury Mills Limited
Hamilton, Canada

Makers of Mercury Hosiery and Underwear for men, women and children.

Mercury

Underwear

Build Good Will On a Foundation Of Mercury

A GOOD trade in underwear underlies many outstanding successes in the men's furnishings field.

Most men take their underwear seriously. They realize that it is the foundation of their personal comfort; that ill fitting underwear will spoil the set of the finest tailored suit.

Mercury Underwear makes satisfied customers. It builds permanent good will. These are the reasons:

Highest grade materials are used. Soft, yet durable. All wool, guaranteed unshrinkable. Exceptional elasticity in the fabric. Will stand greater strain. Inserted shoulder straps give greater freedom to shoulder movements. The patented closed crotch which gives the same comfort as a pair of well cut trousers. The tailored collar that never binds nor pulls. Buttons that stay on. Button holes that won't pull out. Non-crawling ankles and cuffs. Double lock stitch overcast seams. Positive uniformity in garments of the same size because the facings are cut to size before attaching.

Mercury Underwear for boys is made on the same high quality standard. It stands the wear.

Mercury Mills Ltd.,
Hamilton, Canada

Makers of Mercury Hosiery and Underwear for men, women and children.

The Story of Three Underwear Trade Marks

THE INSTITUTION now known as The Dods Knitting Company, Limited, was founded more than fifty years ago.

Millions of Dods-Knit undergarments have been worn by Canadians since then.

The Dods-Knit trade mark is familiar to the trade and the public—especially to outdoor workers with whom the warm, comfortable Dods Elastic Knit, Dods Scotch Knit and Dods Merino Lines are exceedingly popular.

Another well-known line of underwear is "Beaver" Fleece, made by the Beaver Knitting Mills, Limited, of Alton, Ontario, which is also controlled by The Dods Knitting Company, Limited. The Beaver Fleece trade mark is known from coast to coast.

REG'D
FLEECE

For reasons of trade policy, these two old familiar trade marks have been combined into one new trade mark.

The New Trade Mark

MADE IN CANADA
TRADE MARK
DODS - KNIT

This new trade mark will be stamped across the garments of both the Dods-Knit and Beaver Fleece lines.

To distinguish one line from another, the word "Elastic" will be printed under the trade mark on all Dods Elastic Knit garments.

Similarly, the words "Scotch," Merino" and "Fleece" will be used under the trade mark on each of these lines.

Dods-Knit Underwear is also being advertised to the consumer this Fall in a list of leading newspapers with national circulations. The trade will find Dods-Knit a profitable line to handle.

Order From Your Wholesaler.

The DODS Knitting Company

ORANGEVILLE - ONTARIO Limited

Selling Agents to the Trade

Ontario and Western Canada:
R. Reade Davis, Manchester Building, 33 Melinda Street, Toronto, Ontario.

Quebec and Maritime Provinces:
Wm. C. Foster, 128 Bleury Street, Montreal, Quebec.

STAR BRAND
SHIRTS
SOFT COLLARS & CRAVAT
VAN ALLEN COMPANY, LIMITE
HAMILTON, ONT.

Our Models of the Latest

FALL and WINTER Overcoats and Suits now in great demand.
Personal interest is taken in every

Leishman

Special order in Hand-Tailored Garments to ensure perfect satisfaction to both Merchant and Client.

Clothes of Refinement and Quality, an asset of considerable value — Clients appreciate a timely reminder of approaching EVENING DRESS Functions.

The Best always secures better returns for outlay and effort. Connect with us.

Clothiers desiring to give fullest value and receive better margins write us NOW

Wm. H. Leishman & Co., Limited

192 Spadina Ave., TORONTO, ONT.

Makers of the Best Tailored Garments for Men

Turnbull's

Mr. Merchant:—

You remember, last year, owing to the extremely mild winter, and to the buying public purchasing only what was absolutely necessary, that only about 25 per cent. of the normal underwear buying was done.

This year all indications point that we are going to have a long, cold winter—and underwear must be purchased. The public are through buying underwear of inferior quality. They are going to spend their money—but only on Brands that have proven, and will stand the test of being good underwear—from point of view of SERVICE, STYLE and COMFORT.

"CEETEE" has passed the economical buying test, and is recognized all over Canada—by dealers and the public—as the "good underwear."

This year there will be more "CEETEE" sold than ever before. This year we are reaching the buying public by National Advertising bigger and better than before. Full-page advertisements will appear in National periodicals, and an intensive newspaper campaign will be behind you in selling "CEETEE."

"CEETEE" is one "mover" that you can depend upon to show a profit on the right side of the ledger.

Link up your local advertising with ours. Have a "CEETEE" window-week. Use our beautiful show cards and display advertising. We will gladly furnish you FREE OF CHARGE with any stereos to use in your advertising.

Remember this is "CEETEE" year.
You will be proud to handle it.

For Bigger Profits Push

"CEETEE"

THE PURE WOOL
UNDERCLOTHING
THAT WILL NOT SHRINK

OR

UNSHRINKABLE
Turnbull's
NATURAL WOOL
TURNBULL'S PERFECT FITTING RIBBED UNDERWEAR in Wool, Wool and Cotton and Cotton, is up to the same high standard as employed in the making of the famous "CEETEE" underclothing. The raw materials used are the very best and no effort is spared to make them as perfect as possible; the seams are strong and smooth and the fabric is extremely elastic and comfortable.
On top of all this you have Turnbull's reputation as makers of good underwear for over 60 years.
PERFECT
Turnbull's
FITTING

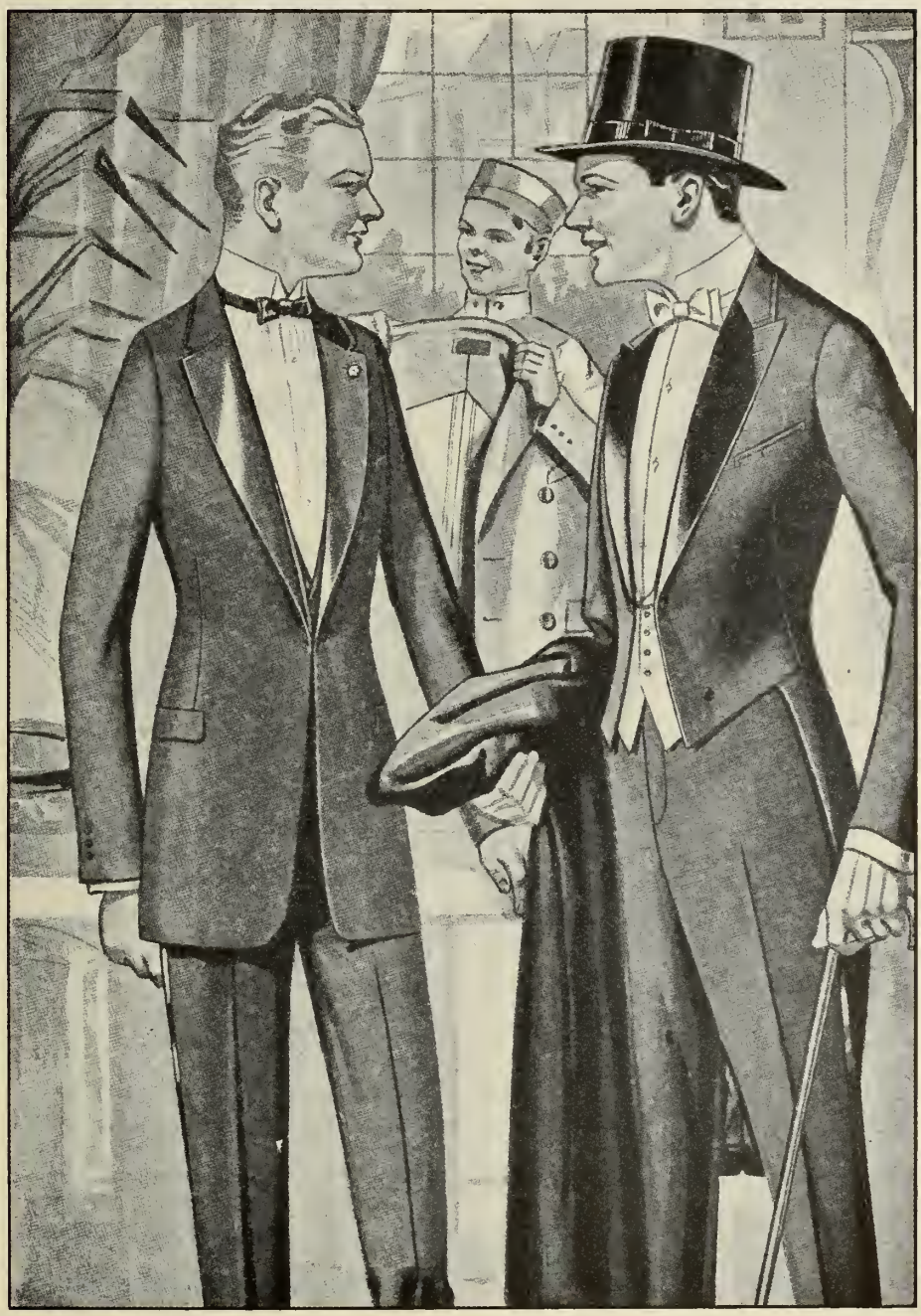
Sold by the best dealers.

MANUFACTURED ONLY BY
Turnbull's of Galt

Worn by the best people.

Crown Tailoring Co., Limited
TORONTO

First in Style — in Fit — in Tailoring.



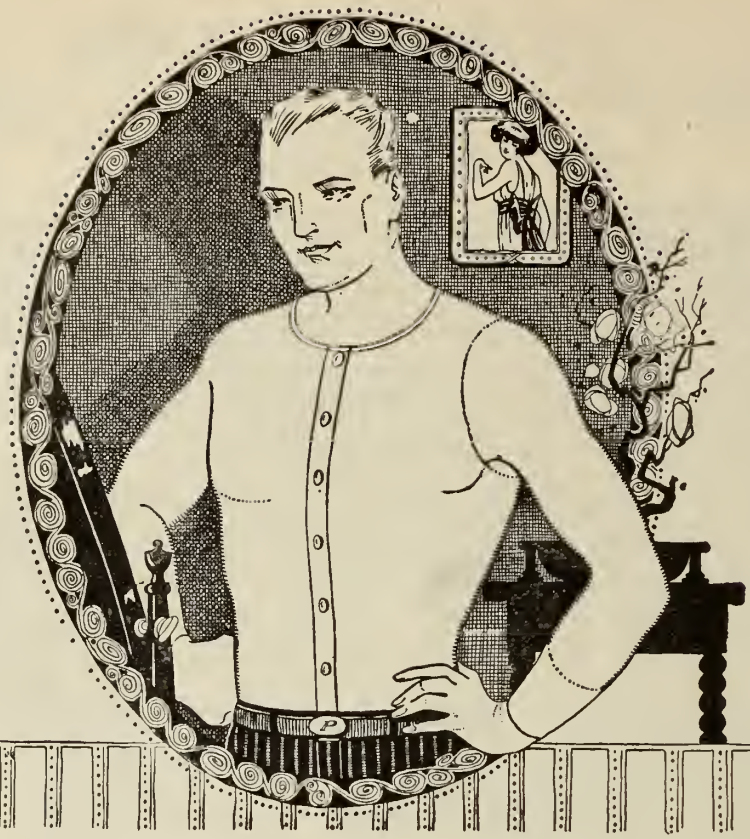
EVENING CLOTHES with CHARACTER & DISTINCTION

Hand Tailored and Silk Trimmed Throughout
to RETAIL at MODERATE PRICES!

Immediate Delivery

Crown Tailoring Co., Limited

533 College St., Toronto



IT is not only in smoothness of seam, perfection of fit, and quality of finish that Penmans Underwear excels. The fabric is produced from the finest of materials and the knitting is so perfect and uniform that the maximum of durability and comfort result. And in the long run durability,—genuine worth,—is the only sure foundation for a permanent trade connection.

Penmans can fill every requirement of your trade, for all classes of persons, all occasions and all seasons.

Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris. *Also makers of Hosiery and Sweater Coats.* 27

About Fall Sorting

NOW that you are right into fall selling you will likely find it necessary to freshen up and round out your shirt stock so that this department of your store will be able to operate successfully and profitably this season.

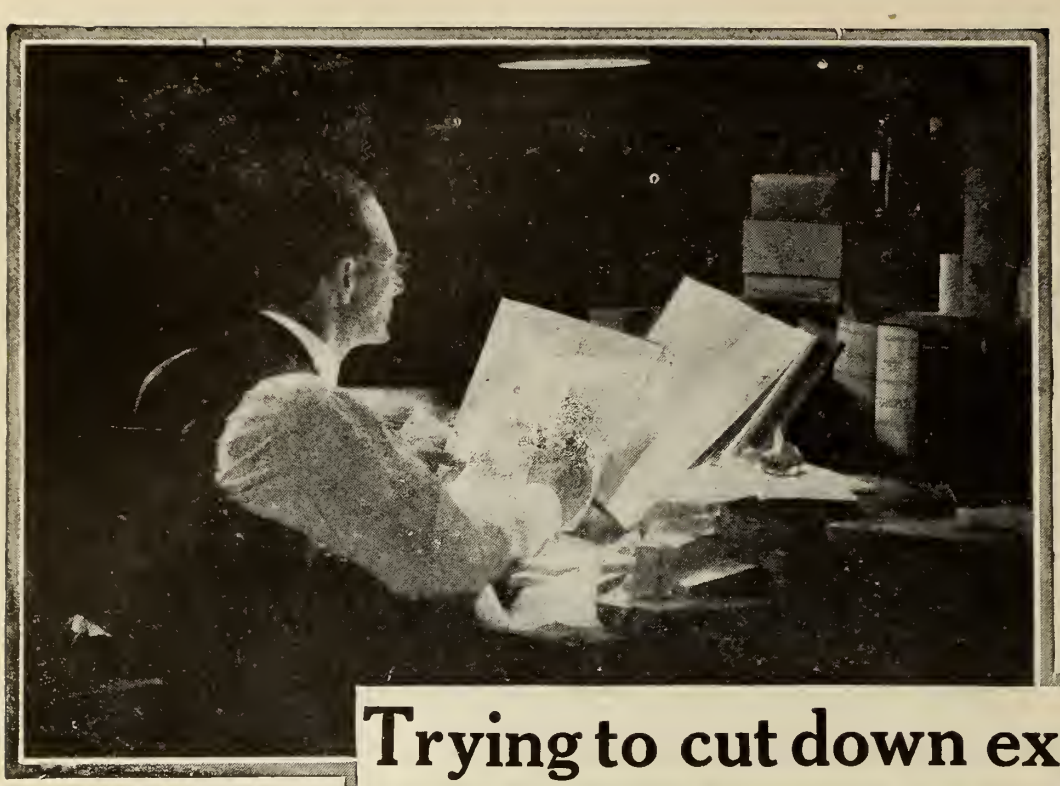
Sort up with Lang Shirts

They'll make friends for your store because they're good value and good style. Our present showing for fall sorting includes all the desirable materials bought on the low market and therefore much below replacement values.

See the line with our traveller, send an open order or drop us a line along your requirements and samples will be forwarded by return mail. We assure you prompt delivery as we have the goods on the floor.

The Lang Shirt Co. Limited

Kitchener, Canada



Trying to cut down expenses

New business conditions have forced every merchant to face the problems of reducing expenses.

Thousands of merchants have solved the problem by using new model National Cash Registers.

These cash registers reduce costs of selling, delivery, and bookkeeping. They stop expensive leaks and losses. They also point the way to other economies by giving merchants, every day,

necessary business facts

1 Sales made by each clerk.

2 How goods are moving in each department.

3 Amount of capital tied up in outstanding accounts.

4 Volume and profit on credit business compared with volume and profit on cash business.

5 Total of money paid out.

These facts show how, when, where, and how much to reduce expenses.

National Cash Registers pay for themselves out of part of what they save.

A National Cash Register is the only machine that issues a receipt, indicates, adds, prints, classifies, and distributes records *at the time of the sale*, all in one operation. No figure work. No delays. No mistakes. Just read the totals

NATIONAL
CASH REGISTER COMPANY
OF CANADA LIMITED — TORONTO ONTARIO

NEW!

NEW in shape and design and new in color and with the added advantage of looking new when they're old.

Stock the Brock, the HAT that is advertised

Colors Guaranteed!

The BROCK Hat

MADE IN BROCKVILLE, CANADA.

The Wolthausen Hat Corporation, Limited

Head Office and Factory : BROCKVILLE, ONT.

Salesrooms :

MONTREAL, Mappin & Webb Bldg.
TORONTO, Cosgrave Bldg.
VANCOUVER, 315 Bower Block
WINNIPEG, 228 Curry Block

We have now in stock a full assortment of Arm Bands, Suspenders and Garters, made of the Highest Grade Webbing, in all colors to match. Individually boxed for Christmas trade, at prices that will please you.

Our travellers are now out, if they have not called on you—drop us a line.

Order now—not to be disappointed, they're selling fast.

Immediate Delivery

NATIONAL SUSPENDER CO.

78 York Street

Toronto

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL REGISTERED

The manufacturer who makes **Overalls and Work Clothes** of Stifel Indigo Cloth, and the dealer who sells Overalls and Work Clothes of Stifel Indigo Cloth will find Stifel Indigo Cloth's more than seventy-five years reputation, and Stifel Indigo Cloth's advertising big factors in making sales.

Stifel Indigo Cloth positively will not fade, and the dots and patterns positively will not break in the print.

The Genuine Stifel Indigo has this trademark stamped on the back of the cloth. Garments sold by dealers everywhere. We are makers of the cloth only.

STIFEL REGISTERED

J. L. STIFEL & SONS, Indigo Dyers and Printers
Wheeling, W. Va.

SALES OFFICES

NEW YORK	260 Church St.	BALTIMORE	123 Market Place
PHILADELPHIA	1033 Chestnut St.	ST. LOUIS	604 Star Bldg.
BOSTON	31 Bedford St.	ST. PAUL	238 Endicott Bldg.
CHICAGO	223 W. Jackson Blvd.	TORONTO	14 Manchester Bldg.
SAN FRANCISCO	Postal Telegraph bldg.	WINNIPEG	400 Hammond Bldg.
ST. JOSEPH, MO.	Saxton Bank Bldg	MONTREAL	508 Read Bldg.
		VANCOUVER	506 Mercantile Bldg.

Write for Samples of Royal Prints — for stylish House and Street Frocks

C.P.C.

SHIRTS

THE LINE FOR SPRING IS NOW READY

The DOUBLE-WEAR CUFF is featured in every soft cuff shirt.

Each neck size is made to several lengths of sleeves, thus assuring satisfactory fit to every customer. In style, variety, value and make, the showing is up to the highest standards.

CLUETT, PEABODY & CO. OF CANADA, LIMITED

MONTREAL TORONTO WINNIPEG VANCOUVER

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears 34
ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B.
E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

Sell More Dress Suits by

Attractively displaying them on DALE'S WAX FIGURES and Display Fittings.

For your FALL and Winter attractions you will need Window Stands, Brackets, Counter Stands Show Cases of Artistic Design and Durable Quality.

Write NOW for our Newest catalogue. The Prices will attract you.

Dale Wax Figure Co., Ltd,
86 York Street, Toronto, Ont.

A Little Item Like Poor Thread Can Cause Great Troubles

But, "The Best," "Fountain Brand" will secure for you a reputation for RELIABLE products whether they are leather goods, clothing, or other merchandise requiring threads.

"FOUNTAIN BRAND"

Let us send you samples and prices of the Threads you use or sell. It is to your advantage to make the test.

SOLE AGENTS FOR CANADA:

Walter Williams & Co., Ltd.

MONTREAL 508 Read Building
TORONTO 20 Wellington St. W.
QUEBEC 533 St. Valier St.
VANCOUVER, 217 Crown Building

JONES STORE FIXTURES

THE NEW WAY SYSTEM

Composed of individual units that combine both vertically and horizontally to form complete fixtures.

Saves 50 per cent. of storage space yet displays every item under glass.

The only system that is Interchangeable. Do not be deceived by imitations or similar names.

Manufactured in Canada under Canadian patents in affiliation with the Grand Rapids Show Case Co.

JONES BROS. CO., LIMITED

29-31 Adelaide St. West

TORONTO, ONT.

FOR IMMEDIATE WEAR

Send for Sample

THE SUPERLATIVE IN SWEATER-COATS

FOR MANY YEARS "Northland" knitted goods have enjoyed a wide and regularly increasing popularity in Western Canada. They are not unknown in the East; indeed so encouraging has been the reception accorded them by Eastern buyers, when our Travellers start on their Spring placing trip on 1st October, a representative will take the Eastbound. Watch for the

NORTHLAND MAN

Who will carry a full line of our products—many beautiful new styles and color designs in Sweater Coats—Tuxedo Sweaters (wool and silk), Knit-on-neck pullovers, etc., which we have the temerity to offer on a common footing with any goods of the kind made in Canada.

Also our celebrated "Casey Jones" dollar glove and its companion the no less popular two-dollar "Knock-out." The outstanding quality and utility features of these great sellers have advertised our brand of goods so effectively that we can barely keep pace with glove orders. To see them is to buy them, and to know them is to make others buy them. Order well in advance.

A sample order by mail will be despatched same day if goods are in stock.

Northland Knitting Co., Limited
Winnipeg, Man.
Manufacturers of Northland Brand Gloves, Mitts, Sweaters and Moccasins.

More Business---Faster Returns

MORE CUSTOMERS

That is what our clients obtain through our garments. Reason-News carries fast: satisfied purchasers are your and our best advertisements.

OXFORD

High Grade Garments

for MEN and YOUNG MEN

See our range for Fall Serges, Flannels, Worsteds, Greys, Browns and Blues.
ORDER NOW.

in the latest Styles, highest values in materials and trimmings, tailored by experts, are offered you at prices that permit of rapid returns.

Made to individual measure or from stock. Immediate deliveries guaranteed. We are ready for your FALL Orders; send them in NOW and take advantage of the low figures.

You never saw such Values before in
BOYS SUITS.
Inspect them and Judge.

OXFORD CLOTHING CO., Limited
King Street and Spadina Ave., TORONTO

ESSENTIAL TO THE WELL DRESSED MAN

This is an exact Reproduction

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

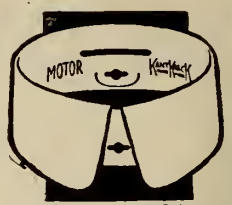
WHOLESALE CUSTOM TAILORS

21 DUNDAS STREET, EAST

TORONTO

12 to 19

Steady Selling



12 to 18½

The demand for KANTKRACK collars is persistent and regular throughout the entire year. That's why it's advisable always to keep in stock a good assortment of styles and sizes. Your KANTKRACK customers will come back for more because they get good service.

Every collar guaranteed through the dealer. Our policy is to give the trade the best value in composition collars obtainable. KANTKRACK collars to-day represent not only the best value in composition collars but in any kind of collars whatsoever.

One Grade Only—and That the Best.

Parsons & Parsons Canadian Limited

HAMILTON, CANADA

ESTABLISHED IN U.S.A. 1879 ESTABLISHED IN CANADA 1907

HAVE YOU A SPORT DEPARTMENT?

Hockey and Winter Sports will soon be in full swing. Then in a few short weeks Baseball, Lacrosse, and the Field Sports will be with us.

Rugby Suits
Hockey Pants
Soccer Pants
Gym Pants
Baseball Suits
White Duck Pants
Shop and
Wagon Coats

Cotton Clothing
Factory Uniforms
Abattoir Clothing
Barbers' Coats
Hospital Clothing
Operating Gowns
Nurses' Aprons
Dentists' Coats
Office Coats

H-P. (The Good Brand) of Athletic and Washable Service Clothing are FAST and EASY sellers and yield a handsome profit. "A word to the wise"—fast and easy.

HUDSON-PARKER

Limited

"The Washable Apparel People."

96 Spadina Ave.,
Toronto

When Should a Man Embark in Business?

By ALFRED WOOD

I WOULD rather own a newspaper in any live town or city than own the bank in that same town.

With the one you can go after business and get it, putting dynamic force into the matter of business-getting and always seeing the customer's gain as well as your own.

With a bank one is bound by a certain ritual of dignity. In Canada the bank with the largest surplus of dignity enjoys the biggest business of the country.

The best time to buy a newspaper is when it is about dead. Recently I offered to show the assignee of a Toronto daily how he could make the property an investment, but he thought he could run it himself for a while. Many men think they can manage a newspaper without study or experience, and that thought cost one of the best business executives in Canada exactly $100,000.

The assignee who essayed the first project I refer to dumped the property overboard to the loss of creditors who need not have lost a copper.

An amusing incident occurred in Montreal a short time ago when a banker had to take over the assets of a sudden-rich and sudden-poor man who had added gentleman-farming to his liabilities. The banker assured me they were making the farm pay, and pooh-poohed my doubts when I asked if it was a book profit or a cash profit. Within a year the banker, who was only a manager, lost his job.

No man who has not studied banking can be a successful banker.

No man who has not worked on a farm can make his living from a farm.

Nor can any man who has not studied merchandising be a successful merchant.

These are axioms. There may be exceptions, but most axioms have some abnormal exception at times.

Business throughout the world has been disrupted by the politicians who have quarrelled and bickered since the five-year earthquake of cannon and killing.

Three years since peace, and in many countries the autocrats who were necessary in wartime have been replaced by theorists and impractical persons.

Like the army of ants in an African jungle the millions of Russian Reds cast a gloom over the business world, whilst in the Balkans and in Ireland a callous disregard of life and property has helped to make capital timid. Industrial strife added its quota.

Business has been about dead.

And the time for an energetic and thrifty man to buy into business is when it shows signs of life.

I was talking to the President of our company, H. A. Nelson, Semi-ready, Limited, and he pointed out the fact that the men who have made the greatest success in business are those who have launched their craft when the tide was low, men who had learned to navigate a business in shallow water.

He cited Richard J. Tooke, of Montreal, one of the finest types of business men in Canada, now approaching his eightieth year. Mr. Tooke started in business when Canada was in its worst trade epoch. Under the Elgin treaty of reciprocity we were potato diggers and lumberjacks for the United States. The abrogation of that treaty by the United States, for the purpose of a peaceful penetration and a political annexation left us with our potatoes on hand, our sawmills in the hands of the banks—and no place to go. We had not then any ocean transportation facilities. Yet Mr. Tooke, with $500 cash capital, embarked in the men's wear trade, and is today worth a million.

He was not afraid to tackle the business he knew.

H. A. Nelson whom I refer to as President of the Semi-ready, Limited, said in our interview:

"We can point to a dozen young men among our present customers who will some day duplicate the success of that fine old gentleman, Richard Tooke.

"I am prepared to help men, either young or old, who have the same courage, coupled up with the experience and the good name he had gathered before he rented his first store in the city of Montreal, at that time with a population of 80,000. My grandfather, H. A. Nelson, was a neighbor of R. J. Tooke's when he started. He had a wholesale business, with branches and travellers in all parts of Canada.

"I would rather have a man with $5,000 of his own earnings or accumulations than another man with $15,000 that has been given him. That is how I measure experience by reducing it to dollars and cents. Five years' experience in merchandising is worth $10,000 to any bright man, over and above his salary. But the man who does not first learn to save money has not really learned how to make money.

"We are not in the retail trade," continued Mr. Nelson. "We make and sell men's clothes under our trade name of 'Semi-ready Tailoring'. We avoid the cheap and the tawdry, and hold fast to that which is good. Only in that way can we hold friends.

"One big concern failed the other day, and a gentleman who studied the cause of the disaster stated, 'They failed because they could never get the same customer to buy a suit a second time.' Business trickery can't live, and men who seemingly make money at it soon lose.

"We have some good open towns on our list—splendid openings for the right type of men. And to the right type of men we offer the forceful co-operation which assures success."

"There are no Semi-ready stores in these cities, but there should be and will be:

Toronto
Hamilton
Welland
Port Hope
St. Thomas
Guelph
Brockville
Fredericton, N.B.
Moncton, N.B.
Yarmouth, N.B.
Magog, Que.
New Westminster, B. C.

"There are other towns where men have Semi-ready tailoring, but who have broken faith with its tenents"

Society Brand Clothes

FOR YOUNG MEN AND MEN WHO STAY YOUNG

SPRING 1922

OUR line for spring will reflect the most thoughtful considerations of the present economic conditions. With this dominant idea, we believe our customers' interest will be well served.

OUR showing of models is most complete and comprehensive. In woollens, it comprises much individuality and many exclusive pattern designs.

BETTER style, hand-tailoring, longer service, all-wool British fabrics are the outstanding characteristics of these fine clothes.

Society Brand Clothes, Limited

Makers

MONTREAL, CANADA.

Men's Wear Review

VOL. XI. TORONTO, OCTOBER, 1921 No. 10

Meeting Mark-Downs by Averaging the Cost Price

System That Is Being Followed by Western Ontario Department Store—Case Applies Only To Staple Lines—Ways Must Be Devised To Meet Necessity of Lower Overhead, Competition and Mark-downs In New Goods.

IN chatting with the merchandising manager of one of the largest department stores in western Ontario, he told Men's Wear Review that he was continually being asked by the smaller retail merchants throughout the neighboring country how they could solve one of the very pressing problems of the present business situation. This problem, he said, arose from a combination of circumstances. First there was the necessity of doing business with a smaller overhead expense. Second, there were the declining prices, bringing new goods into his store the same as lines already in stock (these would be staple lines, of course) but at a lower price. Third, there was the excessive competition—the greatest of all price regulators. The problem was, how to meet these circumstances and, at the same time, merchandise legitimately and safely.

The problem becomes more acute to the smaller merchant, perhaps, because he does not get to the market centres as often as the larger merchants and, therefore, is obliged to buy in larger proportionate quantities. It is a problem affecting staple lines rather than fancy or accessory lines, and consequently, here again it affects the smaller merchant in ways that it will not affect the merchandising manager of a department store. In the department store, losses sustained in staples can be covered in seasonable and fancy lines. Not so with the merchant the bulk of whose stock is in staples.

Hard to Force Business

It was the deliberate judgment of this merchandising manager that it was impossible to so force business that the mark-down necessary on declining market prices could be taken care of. "So far as we are concerned," he told Men's Wear Review, "we marked down during the last year more than we marked up during the whole five years of the war." He believed that many another man or firm had done the same thing and he scouted the idea that the retailer had not taken his losses like a man. He further believed that many of the smaller merchants were gradually eating up the reserve they had built up during the last two or three years and that, therefore, the problem of financing their business was becoming more and more acute as the months pass. And if this reserve is finally wiped out and if the smaller merchant is constantly faced with the necessity of taking losses on old stock because the newer stock is costing him less what is going to be the position of the smaller merchant in time? Assuredly, his position cannot be an enviable one.

His Point of View

It is necessary in giving the system adopted by this store in meeting this problem to get their viewpoint with regard to the immediate future of business. Whether or not that viewpoint is the correct one does not matter. If his viewpoint is right then those who agree with him might well follow the system. If it be wrong then his solution of the problem is not applicable to the man who disagrees with him. This is what he says himself.

He believes that we shall see some years pass before we are back to normal business and he believes that "normal business" will, when it comes, be conducted on considerably lower prices than at present. Why he has come to this conclusion about business need not here concern us; the firm of which he is the merchandising manager belive it and are shaping their policy accordingly. He believes that there will be ups and downs to business during these years, that there will be some bright spots and some dull ones but that the general, unalterable tendency is toward lower prices which shall come about by lower

Continued on page 52

A Message from Lyon Cohen

"Fundamentally, this is the greatest country in the world. There is enough in our natural resources not only to satisfy the needs of the present population but for the millions and tens of millions who are to come in the years that lie ahead. We have the greatest field, forestry and fishery areas in the world and we are blessed with a climate that makes a vigorous, capable and courage- our people and of our country will restore us to natural channels everyone the result of his or her efforts and if, for the moment, the trade conditions may appear somewhat disturbed they are entirely due to extraneous conditions.

"Just as water finds its level so these great characteristics of our people and of our country will restore to natural channels and prosperity cannot be long delayed.

"It is a time for us to keep our heads cool. I think merchants should buy very sanely and should not be misled by cheap sales. Neither should the public be misled. The merchant who will have the courage to buy satisfaction-giving merchandise will retain for himself the confidence, the respect and, naturally, the business of his customers; and those who, under the temporary and unsettled conditions which prevail, will resort to substitutes and inferior merchandise will pay the penalty by loss of prestige and, consequently, loss of business."

Lower Prices and Natty Styles Should Make Brisk Business for Retailer in Raincoats

Prices About Thirty Per Cent Lower Than in 1920—Navy Blues That Can be Worn as Topcoat Are in Strong Demand—Browns Among the New Creations—Scotch Tweeds for Raincoats.

MEN'S raincoats are in a fair way to witness a revival of interest on the part of the consumer this fall, according to a leading Montreal manufacturer, who has just returned from a buying trip to England and is obliged to return in order to again purchase stocks of the better quality gabardines. The public having become accustomed to the ubiquitous tan colored rain coat, or to the cumbersome rubberized style in the same garment, has been inclined to look upon anything in the line of rain resisting coats with something akin to dislike. Furthermore prices on the better grades of waterproof coats were so high that the consumer needed little urging to form the conclusion that this particular type of garment was really a luxury after all, and not a necessity in any sense of the word.

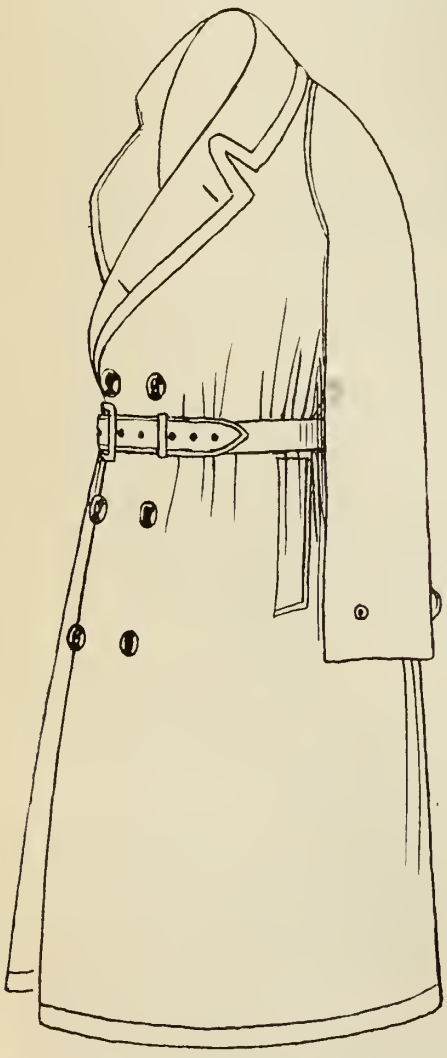
Between the styles and the prices of a year ago and those quoted this month for future selling, there is a wide gulf fixed. Manufacturers of piece goods on the other side have been able to resume operations and have succeeded in putting out a range of materials in colorings and weights unsurpassed in the history of fabrics of this kind. Moreover, any Canadian manufacturer who goes over to England armed with ready cash can pick up the choicest and finest materials practically at his own price, which confutes the argument put forth by many retailers that a raincoat is too expensive a proposition nowadays on account of the high cost of British fabrics. English gabardines for the coming fall and next spring are different from anything yet displayed in these lines. In the all-wool lines there is a wide choice of two-tone effects, resembling shot silks, ranging from blues of a slaty shade down to the sands, greys and greens.

The navy blue gabardine coat is also likely to become most popular with business men, and can be worn as a utility coat far into the winter, owing to the fact that it is full lined with heavy satin-finished Italian cloth, and smartly tailored on military lines. Another novelty in this style is the brown coat, in a chocolate shade decidedly smart although rather unusual to eyes accustomed to the regulation sand or tan color. These models are cut on double breasted lines, belted and made in either raglan or set-in sleeve effect.

Scotch tweeds are also shown this winter for men's raincoats, and are indistinguishable from smart top coats for every day wear. In neat greys lined with a heavy mercerized fabric in Scotch plaid effect, these rainproof coats are decidedly the smartest innovation in raincoats shown so far to the trade.

In length the 45 inch predominates, and on most models, real leather buttons are employed, as well as large convertible collars.

From a price standpoint the raincoat merits careful investigation this fall for the majority of Montreal houses who specialize in high grade coats for men and women are quoting prices so low as to sound improbable. Yet it is stated that many retailers are not yet aware of the opportunities in this line and are reluctant to let their old stocks go at a loss in order to feature the new lines which are priced at least 30% below 1920 figures. One particularly smart model noticed in a leading Montreal show room this month of all-wool tweed in a smart grey shade with leather buttons and belt buckle was priced at $18 wholesale, while another double breasted model in navy blue wool gabardine, in full length and cut on military lines, in full length and cut on miliwas only $20.50. The maker who quoted these figures emphasized the fact that the margin of profit has been cut to the bone this fall, whereas the quality of materials and workmanship is probably higher than in any time for the past few years.



Smart navy blue English gaberdine raincoat lined throughout with heavy black silk-finished fabric, belted in military style and with convertible collar. The navy blue raincoat is becoming style with well-dressed men. Shown by Fels, Ltd., Montreal.

A new design in men's single breasted cravenetted utility coats in all wool English gaberdine, showing a raglan sleeve designed to give a smart shoulder line. Leather covered buttons and buckle are used. This coat may be had in various shades of gray, brown, blue or olive. Shown by courtesy of Fels, Ltd., Montreal.

Breezy Advertising Has A Pulling Power in the West

Potts & Small Have a Breezy Style that Attracts Attention And Acts as a Magnet to Consumer Dollars—Poster and Newspaper Advertising—Getting Away From Monotony.

AS I COVER the Western Provinces in the interests of Men's Wear Review I see a great variety of posters in use by clothiers telling the poor weary clothing buyer, whom I shall call Mr. Feddup, that here at last is the place to buy to best advantage. The methods of telling the oft-told tale are as various as the colors and styles of the lettering, but we must admit that there is sameness to most efforts. It seems pretty hard for many small stores to get away from the " ship on the rocks," "train-wreck," "prices cut (with a saw)" type of original posters. It is equally difficult for the larger stores to think up anything more original than a "July Clearance," "department managers' sale" or a "factory clearance" effort.

You can imagine then the delight with which my eyes beheld in Vancouver a colored cartoon of an English "Johnnie," such as one sees in "Life" or "Punch" and the words, in attractive hand lettering, WHAT HO! Here's bully news, you swanky chaps.—We're quitting here—and fussy fixins by the load are going out at simply silly prices. Breeze in and see something to make you smile.

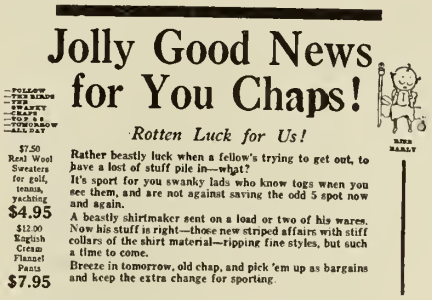
On the next window beside the exaggerated figure of a flunky helping a "swagger toff" into his top-coat we read, YOU LADS— you'll be wanting an authentic English coat—one of these really swagger things that wear a lifetime and always look swanky—SLIP IN—if you get into one of these you'll most likely want to stay in it—especially when you read the new price ticket. LET'S HELP YOU INTO ONE.

And again—NOW YOU LADS can save actual specie. You who have thought this really swagger stuff a bit steep can now give THREE LOUD CHEERS. The prices have been rubbed out and a pauper could pick 'em up.

And—THIS IS THE SPOT, if you want to rig yourself out with a trousseau like a June bridegroom, and without making your wad waste away like a shadow—TODDLE IN—and you can array yourself like the lilies of the field for a few ducats. We're leaving—and a stock worth fifty thousand berries is going—REGARDLESS.

I stood and watched and many a man old enough to be ashamed of himself stood and read those breezy posters and laughed out loud.

Do you think a merry line of chatter like this gets by? Well—let Mr. Small, of Potts and Small tell it. "We sold more goods the first day of the sale than we ever did in any one day in our history; and the sales-poll and interest have been sustained. The sale is into its sixth week. We'll have no moving expense—the public is moving the present stock, and the new stock will come direct to the new store (which is just a door or two arou the corner). Yes, the public likes our signs. They take the trouble to tell us they do, and they are buying the goods and that's my test of a good sign." The newspaper copy carries out the same clubby conversational style. Doesn't this style of poster strike a new note and get away from the deadly monotony?


Jolly Good News for You Chaps!
Rotten Luck for Us!
$7.50 Real Wool Sweaters for golf, tennis, yachting
$4.95
$12.00 English Cream Flannel Pants
$7.95
Rather beastly luck when a fellow's trying to get out, to have a lost of stuff pile in—what?
It's sport for you swanky lads who know togs when you see them, and are not against saving the odd 5 spot now and again.
A beastly shirtmaker sent on a load or two of his wares. Now his stuff is right—those new striped affairs with stiff collars of the shirt material—ripping fine styles, but such a time to come.
Breeze in tomorrow, old chap, and pick 'em up as bargains and keep the extra change for sporting.

A small sample of the breezy advertising by Potts & Small.

R. J. TOOKE of Montreal was bereaved in the month of September by the loss of his wife.

John G. Turnbull Passes Away

Stricken with paralysis in following a game of golf in Stratford, John G. Turnbull, director and sales manager of C. Turnbull Knitting Company, and one of the city's most prominent men, passed away at noon, Sept. 6th. He was in his 59th year and was born and educated at Galt, and early in life entered that business established by his father, the late Robert Turnbull, in 1858. He had been a most successful business man, but was best known as a community worker, taking an active interest in any project brought forward for the betterment of the city. He had served as reeve and alderman in the Town Council, but never aspired to the mayoralty. At the time of his death he was chairman of the Suburban Roads Commission and one of the most active members of the Board of Trade. He was the 1921 president of Waterloo Golf and Country Club, and ex-president of South Waterloo Automobile Association, and an enthusiastic curler and supporter of all branches of sport. He was a member of the board of managers of Central Presbyterian Church, and treasurer of Alma Lodge, A. F. & A. M. A widow, two daughters and one son survive, Mrs. Beverly H. Neill, Miss Marion and Douglas, Galt, as well as two brothers and two sisters, Charles and George, and Mrs. F. J. Brown, Galt, and Mrs. Dr. Hugh Roberts, Guelph.

St. John, N. B., *September, 1921*

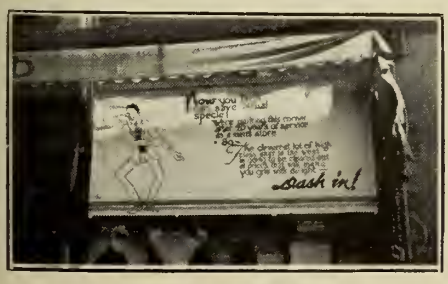
This Message from the Air via the Balloon Mail Route, if presented at Oak Hall on or before September 17th, 1921, entitles you to

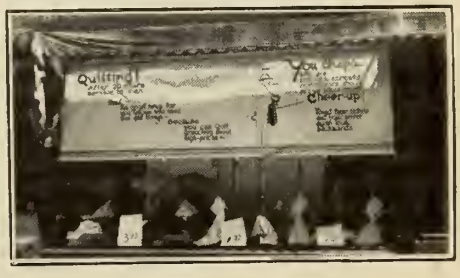
A Discount of 10% on

A Man's Suit or Overcoat
A Boy's Suit or Overcoat
A Woman's Suit, Coat, or Dress

If you Buy a $50.00 Suit you save $5.00. Worth while, is'nt it?

SCOVIL Bros., Limited





These are striking posters used by Potts & Small to announce their removal sale and to "to cash in" on the event, at the same time.

Timely Display and Advertising will Promote A Rapid Sale of the Season's Newest Raincoats

Montreal Retailer, Near a Theatre, Appeals Particularly to That Trade—Gabardines That Can be Used for Topcoats Make Strong Appeal This Year—Many New Styles and Shades—Selling Caps and Umbrellas

THERE are very few retailers it seems who have not a deeply rooted aversion to the raincoat as a line of merchandise. Of all the lines they carry in stock this particular one might be termed their "bête noire" as the French say. To begin with, they argue, it requires considerable outlay to put in a good stock of waterproofs, and the season for them is very short with a long period during winter when they do not sell at all in the colder regions of Canada. They do not sell on fine days, as a rule, and they are really luxuries which most men can do without in a pinch. Granted that these objections are partly true, the fact still remains that the raincoat is a necessary article of wearing apparel worn by the majority of men on rainy days. Ergo, someone must sell them and some one will always need one in a big hurry. Also manufacturers will still continue to turn out new and improved models from season to season.

Every retailer who has given the subject of merchandising the raincoat any thought, has probably come to the conclusion that it is a line that sells itself whenever the need arises. It might surprise him to know that raincoats can be sold as readily on fine days as on wet ones, if the proper attitude is adopted. Raincoats, generally speaking, are divided into three classes. There is the all rubber coat of a character designed for outdoor work, such as firemen's or drivers' use. Second, there is the rubberized fabric raincoat, which may be made of gaberdine, tweed, is not popular at present by reason of its warmth and weight in spring and summer weather. Lastly, there is the type known as the "all weather coat" which may be made of gabardine, tweed, etc., and which is merely cravenetted and not rubberized at all.

Location Governs Sales

In the average men's wear store, the last named type is the only profitable proposition now, since men invariably consider the fact that the coat must frequently do double service as a utility coat and a raincoat. But before deciding what style to stock, there is one point which a retailer would do well to consider too, and that is his location. It may be asked what possible bearing a store's location can have upon the selling of raincoats, but nevertheless, it does. According to one leading Montreal haberdasher, practically the entire number of his raincoat sales can be traced to the fact that his store adjoins a popular theatre. Theatre goers dislike to be caught by an unexpected shower and are quite willing to invest in a good raincoat as well as an umbrella to protect their clothing. Women frequently drop in as well as men and enquire if women's coats are carried as well as men's.

Movable Dummy Attracts

The plan featured by this store is to keep a good looking raincoat upon a dummy form all the time. On fine days it is kept inside the front door, but close at hand so that should a sudden downpour arise, it can be put outside immediately to call attention to the fact that rainproof coats may be had inside. A rack of umbrellas may also be placed outside the store and will certainly result in several sales if the rain is continuous for some time. This particular retailer concentrates his efforts to push raincoats upon his theatre going customers since they constitute the majority of his trade. He finds that style is more important to them than the price, and after trying several on a customer, it is the smart and becoming style which results in the sale rather than the low price asked. Although there are many well known brands of nationally advertised raincoats on the market, yet a curious feature apparent in the merchandizing of such garments is the fact that customers seldom if ever ask for a raincoat by its name. Appearance governs choice in every sale, according to the concensus of opinion, and the coat which imparts a smart, well-dressed look is not only sold quickly but often results in the sale of additional accessories at the same time.

Single breasted button-through model, raglan sleeves, also made in Chesterfield or D.B. front. This is a wool gaberdine shown in all colors, gray, fawns, browns, and navies. It is a typical English raincoat without the slightest rubberization. It is shown by Wallace Scott and Co., Ltd., Cathcart, Glasgow.

Caps Outsell Umbrellas

Although umbrellas are always featured prominently in most men's stores on a rainy day, yet it has been found, in Montreal especially, that men are more apt to purchase a cap to save their hat from damage by the rain, than they are to invest in an umbrella. A cap display is therefore usually featured as quickly as possible when a heavy rain begins, while in winter, when heavy snow-storms are frequent, caps also command a ready sale, especially the large one-piece styles which provide ample protection against the cold.

The average price paid by customers in search of a raincoat this fall is said to be about $25 for a good looking garbardine coat. There are many coats sold which retail for less and more than this amount, but the average price the customer is willing to pay seldom exceeds this amount. The demand for all rubber or rubberized garments is practically nil, according to several retailers interviewed, and their policy has been to reduce their stock of such lines as quickly as possible. Rubber quickly depreciates in quality and any merchant who finds himself unable to push his stock of rubber coats this fall, should not hesitate to sacrifice them at any cost, since by spring they will be still less desirable.

Rubber Coats Unpopular

In considering the question of laying in a supply of raincoats this fall, the retailer will do well to concentrate on the gabardine "all-weather" styles, which are not only smart and durable, but decidedly inexpensive. This class of coats can be sold on fine days particularly well and their greatest talking point is the fact that they are guaranteed rainproof under the heaviest rain. Their colors, furthermore, are a pleasant change from the monotony of tan

Continued on page 42

Problem of Bonus System is to Adjust Quota Month by Month According to Season of Year

Ontario Firm Found that Unequal Volume of Business in Department Worked Against Bonus System—The "Quota Plan"—In Busy Season Old Plan Helped Staff And in Dull Season Helped Nobody

A LARGE department store in central Ontario has recently found it advisable to alter their system of bonusing the members of the sales staff. The reason at the base of this alteration was due very largely to the fact that many of the departments—practically all of them—are seasonable and that there is, therefore, not a satisfactory workable average for the whole year. Dry Goods Review here reproduces the scheme now being used and the explanations given by the firm for the change.

This plan is adapted to larger stores, where the sales people are restricted to and is a form of what has been called a "Quota Plan," because it gives to each sales person a certain definite quota to sell, in order to earn his or her salary, and pays commission or bonus on all over and above that quota.

The first step in working out such a plan is to ascertain from our own figures, what has been the average cost on selling in each department over a given period. For instance, it might be 5 per cent. Then it is evident a sales person receiving $15.00 per week through the year, would have to sell an average of $300.00 per week, and on all over this $300.00, she would be paid a bonus. This was practically the basis of our previous scheme.

If the volume of our business was fairly equal week by week, this plan would work out satisfactorily, but it constantly varies, so that in the busy season, it is greatly to the advantage of the sales staff, while in the dull season, they fall behind, and the store becomes the loser, or it would have to compel each sales person to make up the deficiency, which we have thought would be inadvisable.

Accordingly, the problem has been to adjust the quota month by month in accordance with the season of the year. Attached hereto is a chart (Chart No. 1) which will graphically illustrate a scientific way of establishing these quotas and the one which we have adopted.

The figures used in this chart are actual figures obtained from a Leather Goods Department in a large store, and a similar chart has been made out for every department of our business, averaged over a three year period. You will note, according to these figures the standard established was 4.25 per cent. (The standard we have taken is the per cent which each department has been working under for the last few years). It was decided to pay a bonus or commission of 3½%. You will notice the monthly quotas are figured from 2.25% to 7% and the commission from 2% to 6%. The rate used in figuring commissions has been slightly lower than the rate used to determine the quota. This is because we have figured, that the instance in the department as shown here, 4.25%, was the amount we could afford to pay for selling in that department. In every department, there are some that fail to reach their quotas, and this slight difference, which in our case will average about ½ to 1%, is necessary for the protection of the store.

A further point is that only 75 % of the amount of bonus due will be paid to the sales person monthly, the balance is used, first as a fund to protect the store in case sales person falls behind the quota in the following months, and second, to encourage the staff to remain entire six months.

On Chart No. 2 will be found a copy of a card, which has been prepared for each sales person, with an explanation as to how this scheme works out. The form on Chart No. 1 will show how these different percentages have been arrived at.

In connection with this scheme, each sales person will receive before the first of the month, a slip, showing the required sales for the following month, which is the quota, and the amount that will be paid above it as bonus.

Chart No. 1 On Next Page

CHART 2

SALESPERSONS OFFICE RECORD CARD

NAME Mary Jones DEPT. A SALARY $15.00 QUOTA % 4.25

Month	Quota %	Estimated Requirement	Av. Daily Sales	Actual Sales	Days W'kd	Actual Requirement	Difference	Com %	Amt. Bonus	Reserve
Feb.	7.	857.14	35.71	1041.18	23	821.43	219.75	6.	13.20	3.30
Mar.	5.75	1130.43	43.47	1103.25	26	1130.43	+27.18	4.75	+1.56	1.74
April	5.75	1130.43	43.47	982.00	22	956.55	25.45	4.75	1.21	2.04
May	5.50	1227.27	45.45	1352.21	27	1227.27	124.94	4.5	5.62	3.44
June	4.75	1315.55	52.62	1421.15	24	1262.93	158.22	4.	6.34	3.02
July	5.	1350.00	50.00	1525.00	27	1350.00	175.00	4.	7.00	3.77
TOTAL		7010.82		7424.79		6748.61	676.18		31.81	3.77

+ This stands for Minus.

EXPLANATION OF ABOVE

Feb.:—There are 24 week days in Feb., hence Miss Jones would receive $60.00 if she worked or was paid for every day. From the Chart No. we see that this is a 7 per cent. month, therefore she would have to sell $857.14 (Estimated Requirement) to earn her salary or an average of $35.17 per day. But she is out and not paid for one day, hence her Estimated Requirement is reduced by $35.71. (one day's average sales) and her Actual Requirement becomes $821.43. She actually sells $1041.18 giving her an average of $219.75 on which she will be paid a commission of 6% amounting to $13.20. 75% of this ($9.90) you pay her in cash the other 25% goes into the Reserve. Amount of Reserve at end of Feb. $3.30.

Mar.:—As there are 26 week days in this month her salary will be $65.00 figured on the basis of 5.75%; her Estimated Requirement is $1130.43 and is paid for every day; her Actual Requirement is the same ($1130,43.) She only sells $1103.25, a shortage of $27.18 and as her salary is figured for this month on the basis of 5.75% she now owes on the month $1.56 which deducted from her reserve of $3.30 leaves a Net Reserve of $1.47 at the end of this month.

The other months are figured in the same way.

THE CAPITAL TAILORS of Ottawa gave away a Gillette pocket safety razor for full week during the month of September with every order for a fall suit or overcoat.

OSTROSSER & CO., have recently opened a branch store at Cochrane at the west corner of 6th Avenue and Railway Street. They are carrying the same lines of men's wear as in their Timmins store. W. J. Holmes who has been with the Timmins store is the manager of the new branch.

Interior view of Winter Bros. Store in Halifax, N.S.

CHART #1

DEPT. A QUOTA 4.25%

MONTH	NORMAL % OF SALES TO TOTAL	NORMAL % OF SALARIES TO TOTAL	SALES	SALARIES	SALARY % TO SALES	QUOTA	BONUS
	1	2	3	4	5	6	7
FEB.	3.82	6.50	$ 382.00	$ 27.62	7.23	7.	6.
MAR.	5.56	7.50	556.00	31.87	5.73	5.75	4.75
APR.	5.33	7.50	533.00	31.88	5.98	5.75	4.75
MAY	5.63	7.50	563.00	31.88	5.66	5.5o	4.50
JUNE	6.71	7.50	671.00	31.87	4.75	4.75	4.
JULY	6.49	7.50	649.00	31.87	4.91	5.	4.
AUG.	6.44	7.50	644.00	31.88	4.95	5.	4.
SEPT	7.29	7.50	729.00	31.87	4.37	4.25	3.50
OCT.	7.02	7.50	702.00	31.88	4.54	4.50	3.50
NOV.	9.20	10.00	920.00	42.50	4.62	3.75	3.
DEC.	31.32	16.00	3132.00	68.00	2.17	2.25	2.
JAN.	5.19	7.50	519.00	31.88	6.14	6.	5.
TOTAL	100.00	100.00	$10000.00	$425.00	4.25	4.25	3.50

EXPLANATION

1. Average monthly per cent. of business to total for a period of three years.
2. The approximate monthly selling per cent. over a period of three years.
3. Distribution of $10,000. business over year on the monthly per cent shown in column No. 1.
4. Quota basis of 4.25 per cent yearly, equals $425.00 on every $100,000 of sales. Distributed over months on the basis of the per cent shown in column No. 2.
5. The per cent column No. 4 is of column No. 3.
6. Quota per cent determined from column No. 5.
7. The per cent to be used in determining the monthly commissions on sales in excess of quota.

TIMELY DISPLAY AND ADVERTISING WILL PROMOTE A RAPID SALE

Continued from page 40

and fawn which has prevailed so long. In the matter of finish, the newest models in raincoats are showing a marked improvement over those of other years. For colder weather, the advantage of a fully lined coat becomes readily apparent, and certain of the new models are thus made, combining sufficient warmth for really cold weather with a better appearance and finish. Besides gabardine, the utility coat of tweed is proving popular with business men for fall wear, in rainy weather.

Timely Advertising

A final hint which will bring business is based upon a plan followed by a large Montreal store. The ad. man prepares some good copy with descriptions of some of the popular raincoats and other raiment for wet weather, and sends this from time to time to the newspapers with instructions to keep it ready until the weather becomes wet and disagreeable, and then run it in a preferred position. The newspaper guarantees to run the copy only when the weather turns suddenly to rain, and thus the advertisement is most timely.

French Kid Gloves Prove Open Sesame to Valuable Mailing List for Bridgewater Merchant

G. A. Hubley Secures Mailing List Through Teachers in County Schools—A Whitewear Sale and Cotton Growing—Running a Pumpkin Contest to The Advantage of The Fall Fair—A Successful Limerick Contest

HOW to get a reliable mailing list is always one of the perplexing problems of the retailer. The silent step of time that steals so swiftly by is dotted here and there with removals from the community, deaths etc., that go by unnoticed by the dealer and it is not long before an up-to-date mailing list becomes a bit of ancient history. To keep this list up to the minute is an ever-present question.

A Novel Scheme

G. A. Hubley of Bridgewater, N. S., seems to have solved this problem very satisfactorily and, at the same time, to have secured a good deal of business in so doing. He had used voters' lists and other methods well known to the average dealer but had found that it was out of date owing to removals and deaths. Mr. Hubley started in business over twenty years ago and his store is known as the "Big Birch Block."

Mr. Hubley realized that a good deal of matter was wasted each year in sending out advertising matter that was "dead" because the prospects were not to be found. He decided that the heads of the different families in the community were the ones he wanted to reach with his advertising matter. The problem was, how to get their correct names and addresses. He decided to get them through the children attending the various schools. He sent each teacher in the county a personal letter in which he asked them to furnish him with the names and addresses of the parents of children attending their schools. Realizing that this would cause them a good deal of trouble he asked each teacher, in answering the letter, to give him the size of the gloves which they wore, also the color they preferred, and he would be glad to send them a pair of gloves for the inconvenience to which they had been put in securing the names. The response was full and immediate and although it cost him more than one hundred and twenty-five pair of French kid gloves, he believed the results were well worth the price of the gloves. In addition, many of these teachers subsequently became regularly customers of the store.

A Whitewear Sale

One of the first occasions on which Mr. Hubley used his new mailing list was a whitewear sale. Here again, he secured the co-operation of the teachers in another original way. A week before the sale he sent out samples of goods and circulars announcing the sale to be held to each of the teachers. In the letter he enclosed a ball of raw cotton, telling the teacher that it was a souvenir of the whitewear sale about to be launched. Inside the ball was a cotton seed which, it was pointed out in the circular, would grow and would prove to be a valuable object lesson for the pupils. This immediately secured the interest of the teachers and the pupils who went home and told of the cotton plant that Mr. Hubley had sent up for them to study. In this way, the Hubley store was advertised and further interest created in the whitewear sale.

A Pumpkin Contest

One of the most novel schemes tried out successfully by the Hubley store was in the nature of a pumpkin contest. In this, the mailing list again played a big part. In the spring of the year, Mr. Hubley brought a large number of pumpkin seeds, putting them up in packages and calling them "Hubley specials." Two thousand of these packages were sent out to the farmers whose names were on the list with the information that, at the time of the fall fair, the persons having the three largest pumpkins would receive cash prizes. In discussing this feature with Dry Goods Review Mr. Hubley stated that he had never attempted anything that had created such interest. The farmers sent away to the Agricultural college asking for special instructions regarding the cultivation of pumpkins. A case was cited where one farmer, finding that a neighbor had a larger one than he, cut the stem to prevent further growth. It cost Mr. Hubley five dollars to hush the matter up.

Pumpkins! Pumpkins!

In the fall the pumpkins were brought in and they came so fast that it was hard to find a place to store them. In all, between three and four hundred were brought in. The understanding was that those submitted for the contest were to become the property of the store. When all were brought in they were loaded on a truck and taken over to the fair grounds and it was said to have been the best pumpkin exhibit that the local fair had ever had. The total weight of the exhibited pumpkins exceeded a ton. A wholesale house in Halifax wired offering to take all the exhibit off Mr. Hubley's hands, but the offer was turned down and the following Friday the pumpkins were returned to the store and given out in quarter pieces to all who cared to come to the store and get them. By four o'clock in the afternoon all the pumpkins were gone. The winning pumpkin in the contest weighed over two hundred pounds. A great many farmers in the community are still raising pumpkins from these early seeds and they are still given the name "Hubley specials."

A Limerick

One other scheme tried out by Mr. Hubley was that of having a limerick contest to be written about the store. Nearly three hundred answers were submitted, some coming from the state of Massachusetts. After the winners were announced a half dozen of these were used as advertising matter in the paper and the longer they ran the more interest was taken in them. There were enough answers to supply advertising copy for a year.

"Bright advertising, unusual publicity and good service," sum up the reasons which Mr. Hubley gives for the success that has attended his efforts in Bridgewater.

THE BEST DRESSED MEN

(New York Herald)

There are many Americans who follow English fashions for men in their desire to be included among the best dressed men. The prize of approval for good dressing falls between Britain and the United States, in the opinion of the majority.

But along comes an expert, Sir Woodman Burbidge, managing director of Harrods in London, who says that the best dressed nation is the Argentine Republic. Sir Woodman excludes the peons and cowboys, but speaks of the sophisticated group when he writes as follows:

"Save for white duck suits and light colored pyjamas in which to lounge during the day, their clothes are like ours or those of France, if superior to both in style and decorum.

"The men must wear swimming suits with half sleeves, and trunks over the knees; and they may not appear in knitted costumes where there is mixed bathing.

"They regard in the same spirit any extravagance of pattern or color, and here the national custom abets their natural reticence, long spells of full mourning being decreed even for third cousins.

"As for the men, they too dress better than the Englishman or the American. An Argentine cutter who lately visited London was quite distressed by the gaucherie of London suits.

"You would never see an Argentine man in a check suit. You would never see him wearing a green tie with blue socks. He is neat, and he is not loud; he has ceased to be vulgar. It is a lesson which older nations have yet to learn."

Men's Wear Review

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FRAUDULENT ADVERTISING

There is cause for satisfaction in the amended statute which became operative on the first of September whereby a more vigorous prosecution of fraudulent advertisers will be undertaken. The fraudulent advertiser has always been a menace to the trade, with his flaring headlines, his ridiculous claims, his self-appointment to a position of separatism from all his brother traders who are casually consigned to a place of second or third rate importance. And about the next thing that happens this class of advertiser is a notice in Bradstreets' that he has made an assignment and is able to pay anything from thirty to fifty cents on the dollar to a list of creditors as long as your arm.

Machinery has now been esablished whereby it will be much easier to reach this type of fake advertiser. Formerly, it was incumbent on the Retail Merchants' Association, generally, to get after this man, and to bear the expense of the same. In future, the onus of prosecution will rest with the Crown once the information has been laid, and the Retail Merchants' Association, as an organization, is very anxious to take all responsibilty of even laying such information, from the shoulders of the individual merchant.

What the Association asks is the fullest co-operation of merchants throughout the country in bringing to speedy account the fraudulent advertiser. If Mr. Smith in the town of A, believes that Mr. Brown is advertising fraudulently, is making claims that cannot be substantiated by the hard light of fact, he is asked to immediately communicate with the Provincial Office (by wire or telephone) laying the full facts of the case before a provincial officer. The provincial officer will do the rest.

There is every reason to feel that a new era has dawned with regard to this menace to the trade. Premier Meighen has promised the appointment of a special officer whose sole duty it will be to scan the advertising feld to ferret out the fraudulent advertiser and bring him into the courts of the land. A few rigorous prosecutions will have a salutary effect both on the class of advertising done in certain quarters and on business generally.

POWER OF ADVERTISING

Ever and anon there comes to light additional evidence of the power of advertising. Some new trial is being given to it in quarters that, at first glance, might appear to shun this method of reaching the people with a message. While the principles of Bolshevism are abhorrent to Constitution-loving Britons, it cannot be denied that the hold which this new fetish has obtained in different countries in the world is, in no small measure, due to the world-advertising that it has done for itself. Its agents are everywhere, filling the columns of daily newspapers with propaganda setting forth the benefits of this form of government.

Quite recently it has been suggested to the government of the United States that an active campaign of advertising be undertaken to stimulate business in that country. In making the suggestion to President Harding, William H. Rankin, of the firm of William H. Rankin Co., of Chicago, states that, "I happen to know that the concerns which led the way in price reduction are today six months ahead of those who have not and I know that price reduction has stimulated buying and that advertising is the only way to let people know where they can buy goods at pre-war prices and on a basis where the long margin of profit has been cut down to a fair margin." Mr. Rankin goes on to suggest to the President that manufacturers and retailers alike should let the public know that they have reduced the prices and that now is the time to buy.

As a matter of fact, the provincial government of Ontario have already acted on this theory that aggressive advertising is a powerful method of helping to solve problems of unemployment and business depression. Acting in conjunction with a select committee of manufacturers, wholesalers, labor representatives and retailers, the government are launching a campaign the fruits of which will be watched with considerable interest.

Assuredly, now is not the time to regard advertising as an unimportant arm of any aggressive business organization. It is the one arm that should be worked for all it is worth.

SALESMANSHIP AND ADVERTISING

The duty of the advertising manager is to bring customers into the store. He sells the store, that is, he conveys the message to the consumer that here is a store that offers merchandise of a quality, price and general character worthy the attention of the buyer. But after the buyer has come into the store, the duty of the advertising manager is at an end. As powerful as his appeal might be, there is still something more to be done; the actual exchange of money for goods is to be made and that transaction is dependent upon salesmanship. Indifference, discourteous treatment, lack of knowledge of the goods being handled by the salesman—these and many other deficiencies in the character of the salesman may result in making the message of the advertising manager of no avail. He may have done his work well; but the follow-up of the salesman may lack a something essential to an actual transaction.

It is advisable, therefore, that these two branches of the organization work hand in hand. It has been found that conferences between the advertising staff and the salesmen have worked out to the benefit of the store. By a better understanding of each other's position and difficulties, the message and the necessary follow-up of the salesman can be better harmonized.

At a time when salesmanship counts for so much in maintaining the turnover of the business, it is surely the part of wisdom that salesmanship and advertising work hand in hand.

Rigorous Prosecution of Fraudulent Advertisers Important Meeting of Ontario Clothing Executive

Officer to be Appointed at Ottawa to Scan Advertising Field for Violaters of the Truth —The Question of Underwear Prices Up Again—Legislation to be Sought for Stamping "Seconds"—After More Clothing Manufacturers.

A MEETING of the executive of the clothing branch of the Ontario Retail Merchants Association was held in the King Edward Hotel, Toronto, on October 3, with President R. F. Fitzpatrick in the chair and Messrs. Ed. Mack, Toronto, M. Dedman, Lindsay, George Gray, Chatham, Wally Hern, Stratford, L. J. Pecord, Peterborough, Mr. Stephens, Barrie, Secretary H. Brimmill, Lindsay, and Provincial secretary, W. C. Miller, present. Many matters of importance to the retail clothiers of the province were up for discussion and some important decisions made.

Underwear Prices Again

A question that has been up for discussion at previous meetings of the Executive was again to the fore—that of a suggested retail price on underwear. There has been a good deal of correspondence on this subject with one of the leading underwear manufacturers of the country, and the opinion has been expressed by some of the members of the Association that the manufacturer did not, in his suggested price, allow for a sufficient margin of profit for the retailer. This is with regard to the well-known standard lines.

There was also a feeling of dissatisfaction expressed by some of the members of the Executive with regard to the prices that have been fixed on certain standard lines of fall underwear, and after a good deal of discussion on the matter the unanimous opinion seemed to prevail that if the co-operation of the manufacturer could be secured to the extent that he would submit to the Executive for private discussion his price list before it became an official document, a good deal of dissatisfaction might be avoided. Accordingly a resolution was passed asking the manufacturer to do this in the future. The Executive will then have an opportunity of making some inquiries from retailers to see if the list will meet with the general approval of the trade.

Clothing Manufacturers Again

Complaints are still coming into the Executive members regarding the practice of clothing manufacturers in selling direct to the consumer. The Executive have taken action in the case of one or two clothing manufacturers who have been violating this principle of merchandising and have secured satisfaction from such manufacturers. It is their intention to still further prosecute the matter and a special committee with Wally Hern, Stratford, as chairman was appointed to see such manufacturers and get from them an explanation.

In addition to this a strong resolution was passed by the Executive, a copy of which is to be sent to a number of clothing manufacturers who are believed to be violating this principle. It is the hope of the Executive that ample protection might be given the whole retail trade of Ontario from this kind of competition which is widespread in its scope. Direct examples were cited of cases where men or students attending schools or universities have left off buying their clothes till they came to the city where these clothing manufacturers are located. The Executive will make an effort to put a stop to this and if they are unable to secure the co-operation of the clothing manufacturers it is proposed that they take some drastic action in connnection with the whole matter.

Marking "Seconds"

A matter of great importance to the retail trade, that of the marking of "seconds" was brought before the Executive by Secretary Miller. This matter was discussed by the Dominion Board at their Winnipeg meeting and Mr. Miller wanted to get the endorsation of the Provincial clothing body to the stand taken by the parent Board. As is well known in the trade there are some merchants who, in advertising sales of certain kinds of merchandise at tempting prices, do not take the pains to explain that this merchandise is "seconds." The public, therefore, is more or less led astray by this kind of advertising. It is desirable that it be made impossible to mislead the public in this respect. The Dominion Board, therefore, on resolution of Mr. Humphries of Winnipeg, moved that legislation be sought making it compulsory that a manufacturer stamp all "seconds" before they leave his place of manufacture. The Ontario Executive of the clothing section unanimously approved of this motion and their stand in the matter will strengthen the hands of the Dominion Board.

Fraudulent Advertising

The matter of fraudulent advertising is being prosecuted with increasing vigor by the Retail Merchants Association of Canada. Legislation has recently been enacted and came into operation on September 1, whereby the prosecution of fraudulent advertisers now rests with the officers of the Crown. Formerly, this had to be undertaken by the Association and was a very expensive matter. As the law stands now, information may be laid by anyone against the writer of an advertisement that is believed to be fraudulent and it is incumbent upon the County Crown Attorney to go ahead with the prosecution.

What the Provincial office asks, how-

(Continued on page 61)

The opening fall display of clothing shown by Fitzpatrick & O'Connell, Ltd. of Toronto. This display was shown in the month of August and Mr. Fitzpatrick stated to Men's Wear Review that it had been a good business getter, this display he sold a goodly number of suits and overcoats.

Neckwear Situation is Improving

Retailers Are Indicating by Their Purchases that Their Stocks are Cleaned Up—Was the Narrow Tie a Profitable Line?—Fall Styles Drift to Wider Shapes—The Retailer and His Profit—Prices Advance

DURING the last four weeks there has been a decided improvement in the neckwear situation. Manufacturers state that the retailers are bringing them evidence that their stocks are well liquidated and that they are in the market again for new styles and patterns. The narrow tie gave temporary relief to a very dull period in neckwear that began with middle spring and lasted all through the summer. It followed the introduction of a narrow collar and had a strong vogue for a number of weeks. Manufacturers experienced a lively few weeks in meeting the demand.

Was It Profitable?

The question has been discussed in many quarters whether the narrow tie was or is a profitable investment either for the manufacturer or the retailer. Men's Wear Review has discussed it with manufacturers and retailers and has listened to varying views on the matter. One manufacturer, who takes the view that the narrow tie has been an unprofitable line, stated that the retail trade labored under the misapprehension that the manufacturer was making money on the narrow tie because he saved silk. As a matter of fact, the narrow tie takes the same amount of material as the winter tie. In the narrow tie, the silk on the under side of the tie is brought right down to the end; while in the wider one this is not the case. This manufacturer laid out a number of ties on his table, ranging in various widths. To the casual observer it appeared that the tie with the flowing end took much more silk than the narrow one. As a matter of fact, though there were five different widths they all took the same amount of silk per dozen ties. He strongly contended, therefore, that so far as the manufacturer was concerned there was not an inch of saving of silk.

The Life Of The Tie

There is one other phase of the question that is important that is, the life of the tie. Undoubtedly, the narrow tie has a longer life than the wider, all-over pattern. If it be a dot or a small pattern it does not show the result of tieing nearly as quickly as the wider, all-over pattern. Consequently, it lasts longer. There are retailers who have told us that they did not see their neckwear customers as frequently as they used to and they think that this may partially account for the fact.

On the other hand, there were other retailers who expressed the view that the narrow tie had not hurt business with them. "It has not affected our business," said one neckwear buyer. "Look at the knitted tie, for instance. The life of the knitted tie is much longer than the silk tie; yet the fact remains that our knitted tie business is growing all the time." It was the opinion of this retailer that the general slacking up of business was responsible for the little business that had been done in neckwear. He stated that his own stocks were heavy last April and that from that time up to a few weeks ago he had bought practically nothing save the narrow ties that there had been the call for. Now, however, business was picking up, he was in the market again and the consumer demand was for the wider ties again. Other retailers stated that they could not get the same profit on the narorwer tie because consumers were not willing to pay quite the same price for a tie that looked so much smaller than the ones they had been in the habit of wearing. This, they considered an important factor in the neckwear trade.

Wide Ranges Shown

Another manufacturer stated to Men's Wear Review that the retailer was seeing the widest range of neckwear at the present time that he had seen for many years. The cause of this was that the stocks were still rather heavy and that all manufacturers were continually brightening up their stocks with novelty lines. This gave a very wide range for the retailer to choose from. In discussing the question of range with a number of retailers, Men's Wear Review was informed almost without exception that they had no complaint to make with regard to the ranges shown. In both pattern and price, retailers, on the whole, seem more than satisfied. Here and there we have heard a retailer say that the novelty lines were not numerous enough and that one had to get such lines from British or American sources. We have also heard a few complaints about the "peddling" of neckwear lines by Canadian manufacturers, that ih, that an insufficient effort was made to give exclusiveness to their lines. In Montreal, for instance, one retailer said that if Canadian manufacturers, that is, than an in-the exclusiveness of a restricted area in that city. they would buy more from them than they did.

Too Much Profit

We have heard the complaint from a few of the manufacturers that retailers have been taking too long a profit on some of the lines that have been sold. "For instance," said one manufacturer, "we made up a line by reducing our own price, for the retailer to sell at $1.00 and make a fair margin of profit on. It was a line of silk that we had used in making ties that formerly sold up as high as $2.00, but we had cut the price to meet a popular demand for a dollar tie. We know of many instances where that tie was sold at $1.35 and even $1.50. That has hurt the neckwear trade and has restriced sales to some extent."

Manufacturers state that there has not been a great deal of placing as yet even for the Christmas trade and they point to the possibility of there being a shortage if they are not given a fair indication of how they should proceed with Xmas lines. Prices, they say, are showing some advances within the last few weeks. One manufacturer stated that a line of silk, Swiss, that they had bought to make up to sell at $7.50 was now $8.50 and $9.00.

Exterior view of the store of Charles Magnusson and Co., of Dock Street, St. John. N. B.

A No-Profit Sale for the Jobless

If A Man Can't Work, He Can't Buy—What A Firm in Brooklyn Did to Help Solve The Unemployment Problem—Buying $500,000 Worth of Merchandise and Selling at Manufacturer's Cost—Showing Connection Between Buying and Working.

INDUSTRY is the basis of all commerce, whether it be industry in the field, in the mine, in the forest or in the stream. If men do not work they cannot buy—neither can their womenfolk, that is fundamental. A hundred reasons may be given for the temporary lull in business; but the net result of them all is that men are out of work and cannot buy merchandise. The problem, therefore, is to get them back to work. There must be created the demand for the thing they have to sell—labor. If the man (the manufacturer or the wholesaler) for whom the unemployed has been working has a surplus of the things which he sells to the retailer, then there is no call for the unemployed—his ability or his willingness to labor is a drug on the market. Commerce's contribution to the problem of unemployment, therefore, is that of creating a demand for more merchandise. If the manufacturer or the wholesaler or the retailer has a surplus stock on hand, every conceivable effort should be made to get rid of that surplus. If there is no surplus an effort should be made to create a demand for legitimate purchases that are not being made because the public may be misinformed or laboring under a misapprehension with regard to the real progress of deflation. It is an absolute certainty that the purchasing power of the public will stand a much greater strain than it is bearing at this time. How, therefore, can the public be induced by the retail merchant to buy more goods which will create a market for more labor and thus help to solve the problem of unemployment?

A. I. Namm & Son of Brooklyn

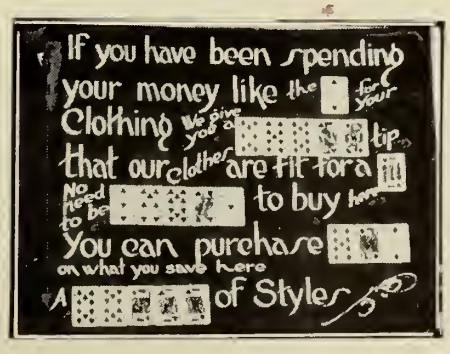
The firm of A. I. Namm & Son of Brooklyn, New York, have tackled this problem in an altogether new and effective manner. They have made a valuable contribution to the solution of a difficulty that is confronting many governments in the world today and engaging the attention of many experts. On Wednesday, October 5th, this firm started a series of "No Profit" sales. They decided to do their bit by buying $500,000 worth of merchandise from local manufacturers and putting it on sale at exactly the wholesale prices they paid for it with no charge made for handling, overhead or any sort of profit. A representative of Printers' Ink interviewed a member of the firm, Herman Neaderland. Mr. Nearland said, "We realized that nobody was going to be able to do anything for us that we couldn't do for ourselves, so we decided to try to take the lead in increasing buying power and thus put more men back at jobs in the factories producing the merchandise. We realized that manufacturers and jobbers were our partners in this effort, and that in a sincere attempt to start the wheels of industry going, we had no points of difference.

Could Not Believe Them

"When we first went to manufacturers and jobbers and offered to buy new merchandise then on their shelves and sell it at exactly the price they sold it to us, with nothing at all added, some of them at first scarcely believed our proposition. But as we explained the reason and the fundamental purpose we had to aid the government and to conform to Mr. Hoover's request for mobilizing the spirit of service of the American people, we found all sorts of co-operation. In this effort to put the dollars to work making jobs for other men we were talking a language that every manufacturer who sincerely wanted to help conidtions could understand, and we found them as ready as ourselves to co-operate to give up present profits for the sake of insuring future purchasing power."

Open Letter to Manufacturers

In addition to approaching manufacturers, the Namm firm used a full page in local papers with an open letter to the manufacturers in which their plan was announced to the public. "Let the only profit from the sale of this merchandise" said the advertisement, "go into the now empty pay evelopes." The announcement was made that every department was ready to buy its share of the half million dollars worth of merchandise. In the meantime, their own stock was advertised at very low prices in order to reduce stocks and make way for new merchandise.



David's of Montreal recently used the above novel card in one of their clothing windows. The work is that of their display man, Mr. Solomon. As can be seen, it is the use of cards and a devotee of the game can read the card as follows "If you have been spending your money like the deuce for your clothing, we give you a straight tip that our clothes are fit for a king. No need to be flush to buy here. You can purchase diamonds on what you save here. A full house of styles."

Evidence of Good Faith

Such steps were taken as would give the imprint of absolute good faith to the public in this "No Profit" sale. The price at which goods were purchased from the manufacturer or the wholesaler were printed in the papers. If, therefore, any fake claim were being made by this particular retailer, the manufacturer or the wholesaler could quickly label the whole thing as a fake. One way in which this possibility could be overcome would be by the retailer having fac-similes of his bill from manufacturer or wholesaler reproduced in his advertising.

Educating The Public

In the advertising and the window display work done by the firm of Namm & Son, an educational campaign was carried out. It was shown the close relationship between buying when they see good values and general prosperity. No effort was spared to show that more buying would mean more employment to men who were out of work and whose purchasing power, therefore, was dead.

Is It Worth A Trial

Is such a plan worth a trial in Canada? There are many industrial centres today suffering from the unemployment that is rife. It is needless to point out the prestige that would come to a store that undertook such a scheme. If every precaution were taken to dissuade the public from believing that the whole thing was a particular kind of sale, a new merchandising effort, and that it was a really, truly "No Profit" sale, it would be a stroke worth the effort. While it is not a sound principle to ask a man to operate his business without a profit, the present conditions might warrant a trial of this plan. There is certainly something in it to commend itself both from the standpoint of the retailer and the buying public. Certainly, the men who were helped back to work by such a sale would not forget the man who put it across.

W. J. Morrisey has recently erected a new building on Agricola St., Halifax, N.S., where he is conducting a men's wear store. Mr. Morrisey was formerly with Isnor Bros., of Halifax.

Handling Minor Store Complaints

Best in The Store's Interest to Find Out How Mistakes Originate and How They Are Finally Rectified — The Use of The Opportunity Slip — Tracing The Mistake—The Use Made of Slip

THERE are few things more annoying to the average department head than the customer with a complaint. Of course, it is trite to quote the time worn saw about the customer being always right, because in every up to date store this is so thoroughly understood that it is not even spoken of, except to raw recruits among the sales staff who cannot be expected to understand the ways of customers all at once.

The department head nevertheless has a perfectly legitimate desire to know just who really was to blame in the matter when a customer comes back with a complaint, and the store furthermore can provide exceedingly valuable and educative information to its employees, important and otherwise, by means of a tabulated list of causes and results connected with complaints.

It is not enough, by any means, to let Mr. Jones pick out another shirt in place of the one which was torn along the arm, according to his story, wrap it up and send him away smiling. The event should not be allowed to stop there. We are considering, of course, minor complaints in which the customer goes direct to the department in which his purchase was made and does not have recourse to the adjustment bureau, if such exists in the store.

How Complaints Originate

At the time the sale is made, the sales' clerk should make it clear that satisfaction is guaranteed and failing that the customer is invited to return and make his dissatisfaction clear. In the case, for example, of Mr. Jones who came in one morning and picked out a shirt costing, say, $4.00. On putting the shirt on some little accident happens, the shirt is torn and the customer returns it, claiming that it is faulty merchandise. He is given a new shirt and there the matter ends so far as he is concerned. But suppose, Mr. Jones has purchased the shirt by telephone to be sent up to his address and charged to his account. after waiting at least two days to find that no shirt has appeared, he descends upon the store in question to ask why he has been treated in this fashion. Not having dealt with any sales' clerk in person, he seeks out the adjustment bureau, there to air his grievance.

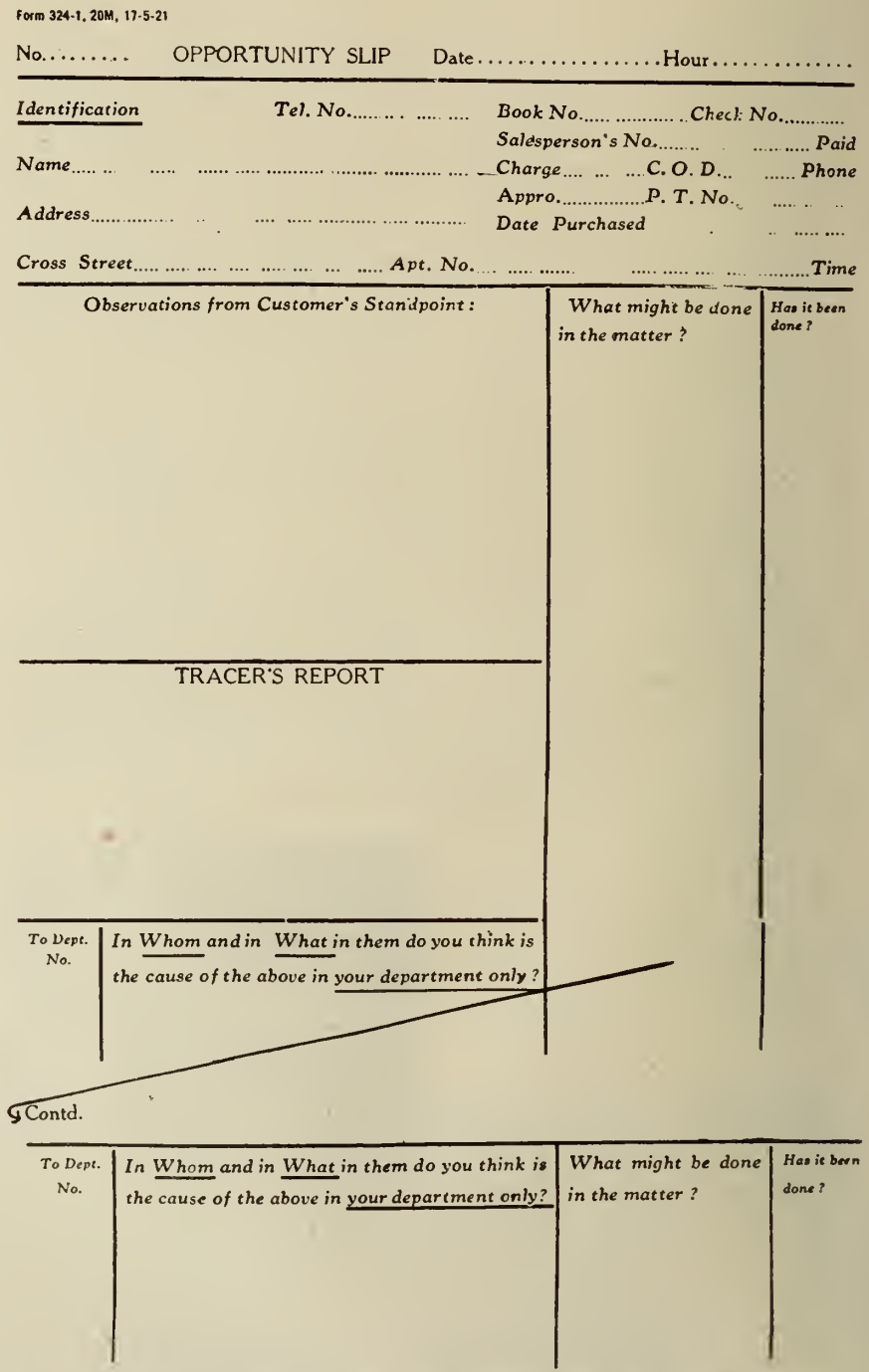
Upon referring to the proper sources, it is finally ascertained that Mr. Jones did purchase the shirt and the same was credited to his account as desired. And the shirt had apparently left the department shortly after his telephone call was received, to be wrapped up and delivered. Where it has gone to is a mystery Mr. Jones could, of course, be immediately given a new shirt as before, but the fact remains that the original shirt is vet to be found.

How does the store act in the matter?

Does it allow the matter to drop and trust to the shirt turning up, forgotten, it may be, in some van by a careless delivery man, or delivered at a wrong address or inadvertantly packed inside another parcel?

"Opportunity Slip"

This is how one very up to date store handles its complaints of this description. The adjustment bureau keeps on



Form 324-1, 20M, 17-5-21

No..... OPPORTUNITY SLIP Date.....Hour.....

Identification *Tel. No.*..... *Book No.*..... *Check No.*.....

Salesperson's No...... *Paid*

Name..... *Charge*..... *C. O. D.*... *Phone*

Address..... *Appro.*.....*P. T. No.*.....

Date Purchased

Cross Street..... *Apt. No.*..... *Time*

Observations from Customer's Standpoint: | *What might be done in the matter?* | *Has it been done?*

TRACER'S REPORT

To Dept. No. | *In Whom and in What in them do you think is the cause of the above in your department only?*

Contd.

To Dept. No. | *In Whom and in What in them do you think is the cause of the above in your department only?* | *What might be done in the matter?* | *Has it been done?*

Above is a reproduction of the Opportunity Slip used by an eastern Canadian retail store for the purpose of tracing complaints that arise in the store. Its use is fully outlined in the accompanying article. Where a line is drawn across to the word "Cont'd" indicates the other side of the slip.

hand a convenient form for just such contingencies, which is termed an "opportunity slip" upon which can be entered each separate comment necessary to the constructing of a correct hypothesis as to the cause and probable reasons for the defection complained of. First of all, the customer relates his story, and gives name, address, telephone, apartment number, the date of the purchase and whether paid, charged or C. O. D. He is also identified in some way upon the form for future reference. By reference to the sales clerk's duplicate slip of the purchase, the book number, date, etc. are verified and noted down. Every possible observation from the customer's standpoint is jotted down on the space provided and which may run as follows: "I telephoned down about 11 o'clock on Tuesday morning and ordered one of those shirts that you advertised for sale. The clerk said that it would be up at my house by 4. P. M. but after waiting until Thursday I decided it had never been sent at all, and I thought it best to ask if it had been charged."

Systematic Tracing Methods

After the customer has been questioned, the tracer next proceeds to work backwards from the sales clerk who took the order to the wrapper, parcel boy, delivery man, etc., investigating every possible source in any way connected with the department, as to the whereabouts of that shirt. He may note that the sales clerk is slightly hard of hearing and also has made not a few mistakes of the same sort in the past. This is duly noted down and retained in the record book against the clerk in order that his future progress may be watched. If no definite case seems established against the clerk but the blame seems due to carelessness or an accident, the tracer may have recourse to the department head, asking him to enter his report upon the same form, emphasising in detail his reasons for attributing the cause of the error to any given person. "In whom and in what in them, do you think is the cause of this error in your department only?" runs the query put to the department head. This refers to the clerk and to his particular failing or shortcoming which may be held accountable for the loss of the shirt, but as the head may naturally feel inclined to place the blame upon some other branch of the store's personnel than upon his own, it is necessary to confine his remarks strictly to his own sphere of activities. Thus the words "in your department only" are underlined on the form.

A soon as the head's opinions in the matter are duly noted, the tracer proceeds to enquire what might be done in the matter. This naturally has only one answer, namely to ensure satisfaction to the customer at all costs, and to either refund his money or to provide another shirt if it is desired. A last column upon the form provides for another query, "Has it been done?" to which an affirmative is usually promptly attached.

Plenty of space is permitted in all the columns on the form for all -the remarks possible from everyone consulted, as the store reasons that it is better by far not to condense such information but to write as fully as possible. Clearness and fullness are therefore insisted upon in all explanations, so that any tendencies to similar errors may be more easily handled in future.

Helps Educational Department Too

By constantly employing this simple form, a store can save itself much repetition of errors on the part of the staff, besides protecting itself against unscrupulous customers who are prone to take advantage of an over courteous sales clerk. It has another advantage as well, in that, by means of this system of tracing errors, very often it will be discovered that a certain clerk is suffering from deafness or is in some way unfitted for his particular work and would do much better if transferred to another section. Habitual errors will be entirely eliminated and the records provided by the department heads will enable the educational department to know how to act in aiding the sales clerk to overcome her difficulties.

Such a form therefore systematizes selling routine besides providing a really efficient method of clearing up the thousand and one little mistakes which seem so incapable of solution until a thorough search is instituted.

It might be added however, that in the case of minor troubles the customer will receive better satisfaction were he to take his difficulty to the department head himself. In matters concerning alterations etc., it is far better to ensure satisfaction if possible without recourse to the "money back" plan. The former ensures the future return of the customer, the latter is apt to breed uncertainty in the customer's mind and cause him to wonder if the shirt will really be all right or if it will turn out defective like the other.

The slip or form described, well merits its title, "Opportunity Slip" as it provides the store with an opportunity, best described as "golden," to improve its service just where the links of the chain are weakest.

An interior view of one of Ottawa's men's wear stores—McGiffin's of Bank Street. The equipment and arrangement of this store are very exclusive and harmonious in colorings and appointments.

Handling Tobacco Helps Men's Wear

Novel Idea Being Worked Out Successfully by Dupuis Freres of Montreal—Work on a Very Small Margin of Profit to Bring in Male and Female Customers—Island Showcase in Main Entrance to Introduce New Department.

A FEW months ago the Montreal firm of Dupuis Frères took over an adjoining store and turned it into a men's furnishing section in conjunction with their already large clothing department. In this furnishing section the usual lines were featured but in addition, the management decided to try out the idea of featuring a tobacconist stand, or rather a section devoted to smokers' supplies, and locate this right beside the front door for the greater convenience of customers.

According to A. J. Dugal, merchandise manager of the firm, sales in this department have doubled and tripled since its inception, and without doubt the idea has proved its practicability beyond all question. The problem now is to find an outlet in which to handle properly the overflow of business which at such hours at noon and between five and six, becomes almost too large to handle easily in the present space.

The Arrangement

The present stand comprises three silent salesmen, placed against the corner of the store to form a counter, the entire area of the section being no more than 9 feet by 5. The top of the cases is divided into display sections in which large quantities of pipes, and other smoking accessories are arranged, each section ticketed with the price of its contents. Pipes sell in large quantities and are bought as advantageously as possible, because low price has much to do with stimulating the sales in this section. Inside the cases, there is displayed a large assortment of silver and plated cigarette cases in all styles, and tobacco pouches, holders, cigar lighters, etc. In fact, all the more ornamental smoking accessories find their place in the display. In the farther case, a fine display of boxed cigars is on view, and in this connection it was pointed out that cigars provide the bulk of the day's sales on the average. According to E. Pigeon, manager of the department, boxes of cigars sell extraordinarily well, in fact so well that a shipment of 25,000 boxes received at the beginning of August is now practically gone. In an average day's business this little stand can dispose of from 50 to 100 boxes of cigars, both in the entire box and in single sales of three cigars or more.

Incidently, it was pointed out to Men's Wear Review, that a decided wave of economy is becoming felt in the matter of smokers' supplies, in that formerly it was a habit with customers to purchase a single cigar or three for a certain price, just as they were needed. Now, however, entire boxes of cigars are bought at a saving of 50 cents on the retail price to the customer. Customers invariably enquire what saving can be effected in purchasing the entire box.

The tobacco counter in the Men's Wear Section of Dupuis Freres of Montreal. They say that this counter has materially helped business in the men's wear section.

Close Margin of Profit

Despite this attitude on the part of the consumers, the firm finds it possible to handle tobacco supplies profitably by following the policy of buying and selling at a close margin. Even with little profit, the handling of this line undoubtedly interests customers in the store and brings in men who might not have called in but for this incentive. Matches are also carried of course, boxed in neat little cartons with the name of the firm. Thse are sold at present at two for five cents, but in the case of purchases of considerable amounts, matches are often included gratis.

Women Customers

As might be expected in a department which forms part of a large store, women form a goodly proportion of its custmers, although be it understood, not on their own account. "Fully twenty-five per cent of our customers are women," explained Mr Pigeon, " and they count upon our assistance to a great extent to aid them in picking out the right brands or strength, of tobacco. We advertise this section considerably in the papers and consequently, the wives are most often the ones to do the shopping, as they come down to the store bent on buying other commodities as well. I am quite sure that the presence of smokers' supplies has much to do with the growth of business in our men's furnishings, and as we have a separate entrance and a male selling staff, the atmosphere is proving more and more attractive to men shoppers as time passes."

"Island" Showcase

As an extra precaution to familiarize the public with the fact that smokers' supplies are carried in the store, Dupuis Frères have placed an "Island" showcase in the lobby of the entrance in which an enticing array of Panatellas or Ovidos is set forth. The passer by who stops to glance in at the contents of this case cannot help but notice the well supplied counters just inside the entrance. Location, in this instance also, has a pronounced effect on volume of sales.

The idea of selling such a line as this in a men's clothing section was also tried out with great success by the well known London department store of Selfridge and Co., in England, and according to reports from returning buyers, the same unprecedented success is being registered in the London store as in the case of Dupuis Frères. Tobacco may ultimately prove to be a universal side line in men's stores, at all events, it will never become dead stock and is altogether likely to prove the best fillip possible for a slack season.

The Markets at a Glance

Many Travelers Starting Out With Their Spring Lines — Immediate Business Fair in Clothing—Improvement in the Neckwear Situation is Noticeable—Brisk Demand for Underwear and Knitted Goods—Hat Manufacturers Still Busy

GRADING as between retailer and wholesaler or manufacturer, and retailer and consumer, pretty closely reflects the weather. During a recent week when there were four out of the six days quite like a Fall day should be, retailers had a busy time of it and the small stocks they were carrying in some of the lines of merchandise quickly gave an echo in a hurry-up call to the wholesaler for more goods. On the other hand, when the weather is unseasonable business is dull. The hope of the whole trade is for sharp weather that will bring the demand for seasonable wares.

Clothing

Many of the houses are just starting out with their Spring models. They have left their initial trip so late because they believed the retailer wanted to get an idea of how Fall trade would open out before committing themselves to any extent for the Spring season. Some of the houses have already been out but they have not taken many large orders, though they have said the retailers are interested, particularly in price. In a survey of the Montreal field which was recently given Men's Wear Review by a man whose information can be thoroughly relied upon, he stated that, on the whole, Montreal manufacturers were doing a better business than a year ago. They had nearly completed their Fall orders and expected to be closed down within a few weeks until manufacturers had some idea of what to expect for Spring. Then, the staffs would be recalled, section by section. He did not look for any radical cut, if cut at all, in the wage schedule for the Spring season.

On the whole, manufacturing clothiers have been doing and are still doing a very good business. In the matter of units, one manufacturer said, they had done a bigger business for Fall than a year ago; the actual dollars and cents returns did not equal those of last Fall because of the lower prices that are prevailing.

Neckwear

There has been a noticeable improvement in the neckwear trade during the last month. Generally speaking, it has been very quiet during the last few months, except for the business that was done in the narrow shapes. Now, however, the demand is for the wider ties and the retailer appears to have very small stocks on hand. His orders are not very large but very frequent. According to one manufacturer, there is not a great deal of buying from the West yet in neckwear and he expressed the belief that the retailers there had not taken their losses as quickly as the retailers in the East had done. He said, however, that business was also improving from that section of the country. Information which we have received goes to show that prices of neckwear silks are showing some advances within the last few weeks. This is not due, as one manufacturer explained, to the price of the raw material which has shown some firming up but rather to the stand taken by manufacturers that they will not manufacture any more silks without a legitimate profit. They have liquidated their stocks and will manufacture on orders in future. This means a profit for them, and a profit in these days means that old stocks are gone and new ones are coming in.

Underwear

The tinge of frost in the air has resulted in a brisk demand for underwear. One manufacturer's agent stated to Men's Wear Review that one of the large houses in Toronto had recently almost begged for some goods that had been entirely cleared out during the few days of brisk demand that followed the cool weather. He did not fail to point out to this buyer that he had not taken his advice about buying more for fall. We know of one mill that cannot accept further orders until the first of December. On account of the mild Winter last year and the high prices, the retailer did not do a great business in underwear. His stocks, accordingly, are low. The consumer who really needed underwear last year put it off, where he could, on account of the price: this Fall he can buy at more tempting prices.

Hosiery

Wholesale houses have received numerous mail orders for supplies of hosiery during the last couple of weeks. Here, again, their stocks of Winter hosiery seem to have been very low and they are forced to rush to the market in a hurry for the merchandise they need. Manufacturers are about to begin the organization of their staffs for the Spring season and the number of orders that have already been placed for Spring are encouraging. Placing during the last three weeks has been much heavier than heretofore. Wholesalers state that the shortage being felt by the retailer is due to the fact that he did not place a sufficient order to meet his legitimate requirements.

Hats and Caps

Canadian hatters are still working to their fullest capacity to meet the immediate demand for Fall hats. A fair amount of placing is being done on Spring lines but there is still a feeling of uncertainty amongst the retailers as to the Spring prices. Their experience has been that there has been a good deal of price cutting and they do not feel sure that this will not be repeated before the Spring season opens. At a recent meeting of the executive of the Ontario Retail Clothiers there was a discussion on stability of prices and the opinion was expressed that there should be a guaranteed price on many lines of men's wear during the season so that the retailer himself would feel safer in placing his orders for future business.

Travellers out with Summer hats for 1922 have had fair success with their lines, though they feel that the orders placed do not begin to fill the legitimate requirements of the retail trade. This, combined with the fact that orders have to be placed a considerable length of time ahead for imported lines, leads one to think that there may be difficulty in securing the required lines next Summer when the retail trade place their Summer orders with a rush.

"What Is The Matter, Jim?" I asked my friend: "I Cut Down My Overhead Expenses," he replied

The Story of a Man Who Cut Down His Overhead at the Expense of Business—He Took the "Pep" Out of His Organization—"You Have Missed the Point" I Said to Him—Decreasing Overhead Percentage by Increased Sales

"WHAT is the matter, Jim?" I asked of my old friend whom I happened to meet in a hotel in a neighboring city.

Jim and I, in our boyhood days, had lived in the same town. After a few years in the high school we had come to the conclusion that we knew all that was worth knowing in text books, and we had left school unannounced. From there, we drifted to the largest provincial city, determined to make our fortunes and, with the sun still creeping up to the meridian of life, settle down to a life of ease and comfort. Jim's rise in the business world had been rapid and not without its spectacular features. He had entered a large clothing and furnishing house as a junior clerk. He seemed to have a natural gift for salesmanship and, taking advantage of courses in salesmanship conducted in the store, he soon had charge of a department, then general manager of the whole store. Connections which he had formed with large manufacturing and wholesale houses engendered confidence and he decided to start in business for himself. This was in the early months of the great war.

Made Money Fast

Jim, with many another man in business, made money fast during the prosperous years toward the end of the war and during the two years following the war. He was a careful merchandiser and a keen one. He seemed to foresee the depression following the fat years and, when it came, was not loaded with high priced stock. What he had he soon got rid of. Six or eight months ago he had as clean a stock as could be found in the province and he was, to all appearances, ready to meet the readjustment with equanimity.

My question to Jim was prompted by a worried look on his face, a look that I hardly believed would ever find its way there after the prosperity that had visited him during the last four years.

"Well," said Jim, with that frankness that had always characterized our lifelong friendship, "my business is falling off much more rapidly than it should, even considering the temporary depression through which we are passing."

I did not tell Jim that I knew of numbers of retail establishments that were doing even a bigger business than a year ago in spite of the "temporary depression"; I wanted to hear his story because I had an idea what the trouble was. Jim was always somewhat of a crank on cutting down overhead to the exclusion of other things that hung in the balance.

Cutting Down Overhead

"You know," continued Jim, "I believe we have reached the time when we should look to our overhead expenses and cut them down to the bone. When business was good I gave the members of my sales' staff good commissions. Some of them were making from $75 to $100 a week during the busy seasons of the year. When business slackened, I cut out the commissions and put them all on a straight salary. I didn't have a poor clerk in the place but I had to let two of them out. I cut down my advertising appropriation. I sold one of my delivery trucks. In one way and another I made a considerable saving in overhead expenses. Business did not seem to suffer to any great extent for a time. Then it became noticeable and each week I noticed it more and more. The "pep" seems to have gone out of my organization. And I'm looking for the reason."

He Missed The Point

"Jim, my boy," I said, with the utmost candor, "you have missed the point of the present period of readjustment. It is perfectly right that you should try to keep your overhead expenses down, that is, you should try to keep them from mounting higher than they have been. This is certaily not the time to add to overhead. But you should not have tried to lower your overhead in actual dollars and cents; you should have tried to lower the percentage of your overhead.

"What have you done? By cutting salaries you have struck a blow at the morale of your sales' organization. This, combined with the dismissal of the two clerks, has created a feeling of uncertainty in the ranks. Nobody is just sure; the ranks are wavering and no general ever won a battle with the rank and file of his men shaken with uncertainty and doubt. You have cut down your advertising and by so doing have created a note of uncertainty in the minds of your customers, not to say anything about lessening your striking power for business day after day and week after week. Altogether you have struck a reeling blow at the efficiency of your whole organization when your organization should be pulling together as never before.

Increase Your Sales

"I say, you have altogether missed the point. What you want to do is to decrease the percentage of your overhead by increasing your sales. I believe you have a perfect right to expect harder work and greater efficiency from every arm of your organization; it is certainly a time when the inefficient should be weeded out. Every ounce of energy you have should be devoted to more sales, more sales, more sales. People have dropped off from coming to your store as of yore because they see that the service you have been used to giving is not so good. The pep has gone out of the sales' organization; your delivery service is poorer and less certain; your advertising fails to carry the note of optimism and conviction that it carried a year ago.

"And the sum total of it all is that your sales are falling off, you are losing business. Take my advice and put the old-time pep into your sales' organization. Tell them that what you want is sales, sales, sales, and that you are willing to pay them for making these sales. Buy what you want and turn it over quickly. Don't lose sales for want of merchandise. The object you had in view in cutting down overhead was right enough. But you started to work it out the wrong way. Increased sales will decrease the percentage of overhead. Work for increased sales."

MEETING MARK DOWN

Continued from page 37

costs of production and other factors that develop with the trend of business.

Higher Mark-Up

He believes that the solution of the problem lies in a higher mark-up, or, to put it another way, in averaging up for purposes of cost price the stock on hand with what new stock comes in, mark-downs have got to be taken care of, over head expenses must be cut down; competition is so keen that it is impossible to so force business that these can be taken care of during the coming years when prices are seeking a stable level by taking in what remains of staple lines when new goods of the same lines are placed upon the shelves at the exact replacement value. There must be an averaging up on the cost price of this merchandise, he says. Suppose, for instance, it be the case of shirts. The merchant has three dozen on hand and he is ordering twelve dozen more of the same kind. The three dozen cost him $18.00; the value of the twelve dozen cost him $12.00. He takes them all in therefore, at $15.00.

The merchandising manager stated to Men's Wear Review that this was what

Continued on page 53

Contends for Educational Requirements and Apprenticeship Before Entering Retail Trade

Henry W. Watters at Convention in New Brunswick Makes Reasoned Appeal for Higher Ethics in the Trade—Condemns Sacrificial and Specially-Priced Sales as Harmful to Individual and Nation Alike.

AT THE September convention of the New Brunswick Provincial Board of the R. M. A. Henry Watters of Ottawa, Treasurer of the Dominion Board, gave an address on "The Social Value of the Retail Merchant." In the course of his address, Mr. Watters devoted some very appropiate remarks to the question of sacrificial or special-priced sales, quoting Professor Taussig as saying that such sales were not profitable to the individual business nor to the nation as a whole. Mr. Watters then went on to say:

A Strong Argument

"The last reference constitutes the special reason and strongest argument against unsound business practices; that they are wasteful and unprofitable to the nation and should be condemned and their significance exposed for the enlightment of the buying world. It is to be deplored that such a large number of merchants should feel compelled to imitate and follow those low standards of business conduct, thus creating the impression in the mind of the public that the retail business is devoid of all soundly established principles.

"That these low notions of trade methods have a degrading effect on everyone concerned has been strikingly put by Professor H. A. Adams when he says, 'Suppose ten manufacturers competing with each other to supply the market with cotton, assume that nine of them, recognizing the rights of childhood, would gladly exclude from their employ all but adult labor, but the tenth man has no moral sense. His business is conducted solely with a view to large sales and a broad market. As child labor is actually cheaper than adult labor he gives it a decided preference. Since his goods come in competition with the goods of other manufacturers, and since we who buy goods only ask respecting quality and price, the nine men whose moral instincts we commend would be obliged if they maintain themselves in business to adopt the methods of the tenth man, whose immoral character we condemn. Thus the moral tone of business is brought down to the level of the worst man who can sustain himself in it.'

Applies to Business

Continuing Mr. Watters said:—"The moral underlying the statement of Prof. Adams is as accurately applicable to the conditions of unregulated competition of our own times. It should be one of the prime objects of our association to, in every possible way, spread knowledge and information regarding this unsound, unsocial manifestation of extremely crude, faulty notions of business conduct, knowledge and information not alone for the merchant or manufacturer, but, for the general mass of mankind, no less nay even more, on the part of the general public. In the case cited by Prof. Adams it might be inferred that the tenth man supposed to be capable of setting the low standard of social ethics was alone responsible for the degradation of ideals. Now, while one cannot absolve the tenth man from responsibility in the circumstance we cannot relieve the nine other competitors from their share of criticism for having yielded its weak deference to the standard of competition which, were it the sole function to be considered, could not present an insurmountable element of competition. For consider, is it not an unassailable doctrine that the strength of business management is like the figurative exemplification of the chain—no stronger than its weakest link in the structure; so that it is a safe, sound deduction that the best competitor a merchant or a manufacturer could have is one by low ideals of business and social well-being. If we find the majority of manufacturers and merchants following the lead of inferior standards of business what shall we say of the mentality of the masses that unthinkingly favor and applaud any line of business appealing to the mere instincts of personal advantage, and advantage that could be shown dearly bought when its true significance becomes apparent. So are we not justified in charging the great majority of mankind with the responsibility of inspiring and approving unsound, unsettled systems of manufacture and distribution?"

High Ideals Will Stand

Mr. Watters admitted that a superficial interest in the matter might lead to the conclusion that the amelioration of social conditions by human effort was a hopeless task. Sixty years ago, Herbert Spencer had said that it would only be by general enlightment that there could be any improvement in the morals of trade. Here lay the duty of the retailer; to understand and to diffuse the information that none of the laws of life—physical, moral, social or commercial—could be tampered with without a lowering of the social tone of the community and the nation.

Educational Requirements

"It appears," concluded Mr. Watters, "that only the most elementary education is considered necessary in general lines of merchandise. In fact, instances are so numerous of individuals having no education and having no previous training and experience in business, but having a few hundred dollars capital, jumping into the retail business, generally with diastrous results to the individual and no little disturbance to the established trade. There should be some standard of educational requirements demanded of anyone aiming to serve the community in its necessary life requirements, with an apprentice period and final examination by competent, practical men as to the fitness to fulfill the function designated; and with especial reference to sound views as to overhead expense and the correct manner of applying its allotment of charge to any business transaction, and more especially as to the indecent, unsocial, unsound principle of attracting trade by inducements through publicity and otherwise appealing to the meanest standards of morals. This should be a worthy ambition on the part of our association. It has been and is the fundamental objective in its constitution, but up to the present it has had abundant scope for the pursuit of the more obvious manifestation of irregular trade conditions."

MEETING MARK DOWN

Continued from page 52

they were doing in many of their departments and that it was working out successfully. In other words, it was taking care of the frequent mark-downs consequent upon falling prices of their staple lines. He stated that there were instances where this could not be done even on staple lines because competition often dictated prices and no rigid system could be adhered to for fear of having to take heavier losses later on.

Principle Recognized

It will be recalled that this principle of merchandising was recognized by the defunct Board of Commerce when the market was rising and not declining. Merchants were allowed to average up on staple lines when they had some in stock and were buying more of the same line. Of course, this was only felt in Toronto and others did not know how it worked out because the order of the Board of Commerce was only applicable in Toronto. But now that prices are falling this merchandise manager is finding that the operation of the same system is safe and will take care of whatever losses are bound to ensue if prices continue to fall for some time to come.

The Cullinan Store, St. John, N.B.

Caters to Workingmen and Says They Are Not the Kind Who Look For Cheap Clothing—Handles Only Union-made Clothes—The "Clearing House" of The Store—Business Established in 1875

THAT work clothes form an important item in a clothier's business in communities where there is a large laboring element needs no verification, and the same fact holds good where furnishings are concerned, for without doubt it is the small things that are most vital to the comfort of the working man since each and every trade requires its own particular equipment. Many stores have awakened to the fact that this line can be made an extremely profitable one to carry, not so much perhaps from the individual lines but because the working man wants other things as well and invariably shops for his leisure hours at the same store which serves him with satisfaction in the matter of work clothes.

Furthermore, the average workingman is not looking for cheap, inferior merchandise but rather for such goods as will give dependable wear. If he stands in need of hosiery or work gloves, he will select the heaviest and softest quality even though it does cost more in the beginning, and any attempt to foist cheap merchandise off on him will simply result in his going elsewhere.

Store Founded in 1875

The foregoing is one of the lessons learned throughout a very long and successful career by M. J. Cullinan of St. John, N. B. who succeeded his father in the business of J. Cullinan and Son many years ago and is now aided by his own two sons. Always located in the same neighborhood ever since the founding of the store away back in 1875, the firm has built up an extensive patronage from the steady and unceasing throng of industrial and other workers who pass their doors twice or even four times a day, going to and fro from their work.

The store is large and equipped with modern fixtures of the most approved type, and all merchandise is displayed under glass, well lighted when the occasion demands, and neatly arranged in groups and piles which appeal to the most discriminating taste.

There is one rather unusual feature, however, among the many different counter displays in evidence, and one which seems somewhat more suitable for a woman's store, yet which is one of the most popular features, according to Mr. Cullinan. This consists of a real old-fashioned "bargain counter," set apart as such and heaped with boxes or other receptacles which contain discontinued lines of collars, neckwear, hosiery anything in fact which has not proved a quick seller in the regular way. In response to a question, Mr. Cullinan told Men's Wear Review that this counter needed no salesmanship, no special effort, it simply acted as the clearing-house for the store. Prices on each line were clearly marked on this counter as well as everywhere else in the store, and no attempt is made to introduce goods to customers either from the regular stock or from the bargain lines. According to Mr. Cullinan, the introduction system may be all very well where a well-to-do class is concerned, but in the case of workingmen and their families, especially at present, it is unwise to try to force sales. "Better by far let your customer buy just what he wants and no more, and have him return the next day for other things," is one of the axioms of the business.

Only Union-Made Goods

Another feature of the business is that only Union-made goods are handled in the store, and it has been found that this feature appeals to the workingman as much as anything in the way of publicity. No sales are ever held for the reason that the bargain counter takes care of any superfluous merchandise and disposes of it in short order. Great care is taken with the store's display windows which are frequently changed and always smartly dressed with whatever is most suitable to the season. The location of the store upon one of the main business streets of the city necessitates constant change since customers pass by so frequently. The proprietor however, maintains that location has nothing whatever to do with the remarkable expansion of his business, as he could do as well anywhere, but notwithstanding the evidence, the impartial judge would say that the secret of the success of the Cullinan store is its perfect adaptation to the needs of its customers, together with an atmosphere of cheeriness and neatness, typical of good management and constant care in small matters. The store, moreover, is always open in the evenings until ten o'clock and later on Saturdays, so that the belated workingman can drop in or send out for any article which he has forgotten and needs quickly.

A "Shopper"

Customers are invited to telephone for a selection of whatever they need, which will be promptly delivered at their house.

The "Whip."

A NEW ARROW COLLAR.

The style for Fall in Arrow Collars will be introduced to the public on October 5th. It is the WHIP, a nicely rounded collar with the patented form-fitting band and top. The collar is 2 1-8 inches high in front and 1 3-4 inches high in the back. It has ample cravat space, and its appearance is greatly added to by a double line of fine even stitching. Cluett, Peabody and Co., of Canada, Limited, in introducing this collar, have added to the collection of Arrows specially designed for small knot cravats a style that will appeal with great force to the younger men.

In the case of a man who needs an extra shirt or so, this plan is most acceptable since he can try on the shirts at home and keep whatever suits his taste. In the case of anything giving cause for dissatisfaction, the policy of the Cullinan store is to refund the customer's money cheerfully and promptly. Absolute satisfaction is more than a mere catch phrase in the business. The store aims to be something more than a mere shop, a place where people take goods in exchange for money. Mr. Cullinan prefers to emphasize the personal service note in every sale made, and takes not a little pride in remembering what sizes and styles suit individual customers. The workingman is quite as susceptible to such niceties of salesmanship as is his wealthier brother, and he is perhaps quicker to show his sensibility to such little courtesies.

The most successful store is not necessarily the one with the biggest windows and the most publicity. That it is possible to continue in an ever increasing yet unpretentious manner to build up a solid business connection, handed down from one generation to another, and founded upon methods of integrity and fair dealing, is the modest but eloquent claim of the Cullinan firm.

Many Pennies in Grandfather's Hat

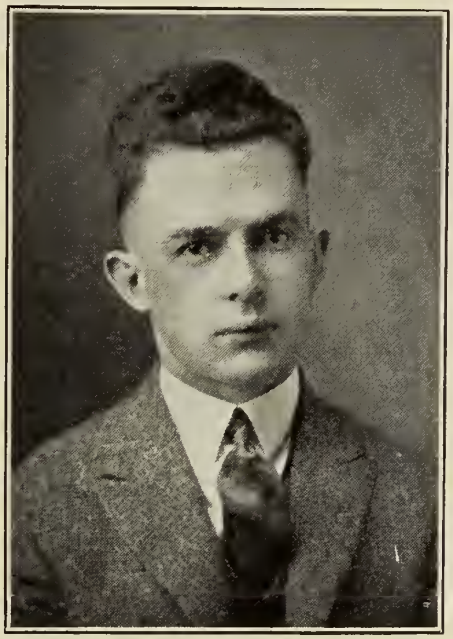
Successful Contest During Exhibition Week—Service to Exhibition Visitors—Some Christmas Features By the Magnusson Store of St. John, N.B.—Benefits Derived From Contests

A VERY successful guessing contest was recently tried out by the firm of Charles Magnusson & Son, of St. John, N. B.. dealers in men's high grade clothing and furnishings, as a means of interesting and attracting both local and out of town customers in their fall displays both in the store windows and inside. According to Harry Magnusson, one of the members of the firm, contests of different sorts have proved of considerable worth from a publicity standpoint, to the store, but the one described herewith resulted exceptionally well in bringing people in who would not have thought of calling otherwise. For example, as there was no age limit as to restriction as to purchases being necessary in order to obtain a guess in the contest, entire families dropped into the store to try their hand at a guess or two. The contest was of course widely advertised in the press, and in each of the three largest windows one of the prizes was displayed. In the main window, the object of the competition was duly featured, namely, a gigantic silk hat, approxomately sizes 14 or thereabouts, made for the store by a Canadian hat manufacturer for advertising purposes. In this hat were poured pennies of Canadian currency, small and large, and everybody was invited to guess "How many pennies there are in Grandfather's Hat."

Many Thousands Guess

A printed form was supplied by the firm, on which the guesses were recorded, together with the name and address of the contestant. A number on each slip corresponded with a duplicate stub memorandum. All together, the number of guesses recorded exceeded many thousands, and in the majority of cases, although no attempt was made to induce visitors to the store to purchase goods, sales were made in no small quantity. A feature of the case was that children would first call and register their guesses, later on returning with their father or both parents, who would apologetically remark that Willie had "wanted to try another guess and they thought they might as well have a shot too." As this competition coincided with the annual Provincial Exhibition, the number of out-of-town visitors was more than usually large.

The names of the prize winners were announced in the daily papers in due course and each was given his or her choice of either a pair of shoes or half a barrel of flour, a soft hat or a ham, a shirt or a bag of sugar. It was interesting to note that the shoes were preferred to the flour by the winner of the first prize, but the other winners elected to take their rewards in groceries.



Harry Magnusson of the firm of C. Magnusson and Son, of St. John, N.B.

"Baggage Checked Free"

The Magnusson store went still further in rendering service to its many friends during Exhibition week and later still inaugurated this same courtesy during Christmas week for the benefit of out-of-town shoppers. This consisted in the opening of a baggage checking department wherein any visitor to the store might check his or her parcels, grips or other impediments in order to be the more free to shop with comfort. A regular baggage check was provided by the management, equipped with number and string tag, together with the address of the store, and the courteous little reminder, "Baggage checked free." The firm made no restriction as to the length of time that packages might be left at the store, and quite frequently they remained more than 24 hours, while their owners made a prolonged shopping tour preparatory to Christmas. Many customers remarked to the sales staff that they appreciated this form of service more than any other that could be offered, and the management received many congratulations as well as a large amount of extra business on this account.

Features Luggage

A luggage department is one of the signal features of the store, and as the customer enters by the front door he is confronted by a high rack in which are displayed four long rows of suit cases and grips of every sort of leather and fabric. These bags are merely samples and are not sold to customers, the reserve being kept elsewhere in the store. The idea of showing all these grips, clearly marked with their prices, in such a conspicuous manner is proving exceedingly satisfactory, and the suit case business done by the store would be a credit to any firm handling luggage exclusively. Trunks are also featured upstairs, and are another profitable line.

Christmas Features

At Christmas the Magnusson store makes elaborate plans for the entertainment of its customers, especially where the children are concerned. In addition to regular gift lines attractively boxed to appeal to both men and women shoppers, an extensive line of toys and dolls is carried, which has been proved increasingly popular and profitable as a holiday side line. Business men appreciate the fact that they can do the necessary but usually worrying routine of Christmas shopping for the youngsters of the family with a minimum of trouble and expenditure of precious time, and as they are waited on by the same staff who attend to their own personal wants, there is considerably less trouble all round to all concerned.

The window displays at Christmas time deserve special mention too, for several elaborate and seasonable settings are regularly carried out by the display manager with a view to attracting every youngster in town and not a few parents incidentally. Last season a large chimney was built in the window, together with the approved fireplace, and a handsome tree was set in the window also, loaded with a great variety of presents. Santa Claus was duly present at stated intervals during the afternoons and evenings for a week or so before Christmas, on which occasions he stood in the window and pointed out the various gifts scattered about the window. By means of a changeable sign he could keep the crowd outside interested and amused, and as every other sign he showed was an advertisement for the store, the main object of the publicity was achieved. The alternate signs were generally funny sayings and pictures which appealed to the sense of humor of grown-ups and children alike.

Apples for Children

The year previously the store made a great hit with local customers at the same season by having Santa Claus distribute rosy apples to every child who could catch them as they were tossed out from barrels in the store.

To Start Campaign Soon

Well-Known Advertising Agency Will Conduct Publicity Campaign for Provincial Government to Help Unemployment Problem—Hope to Create Confidence In Trade

THE Provincial Advisory Committee on Unemployment held a meeting on October 12, and took definite steps with regard to the matter they have had under consideration for some weeks past. As has been stated in a previous issue, the object which this committee has had in view is the urging upon people of the province the desirability of purchasing their needful requirements, rather than holding off for further anticipated reductions, so that many people out of work at the present time would be able to find employment during the coming winter months.

Will Launch Campaign Soon

As a result of the meeting held on October 12, this committee, backed by the Provincial Government, will launch a publicity campaign in the very near future in which it will be pointed out to the people of Ontario just what reductions and losses have been taken and sustained by the different branches of the retail trade during the past year or even six months. The government has given a well-known advertising agency full charge of this campaign. The agency will keep in touch with the different branches of the retail trade in the province and will ascertain from them for publication the losses they have taken in the last year and the reductions they have made on the merchandise they carry.

The deduction that will be drawn from these inquiries will be urged upon the buying public, that is, that rock bottom has been reached at the present time and that there is no necessity or justification for waiting longer to purchase goods.

This step has not been taken without foreknowledge that such is really the case The Manufacturers' Association, for instance, sent out a questionnaire to their members on the question and found out from them their views of the matter and secured their willingness to co-operate on the lines suggested by the accompanying resolution. Every branch of the retail trade has been taken into consideration and will be asked to lend their full measure of support in the campaign. The Committee, as has been pointed out, includes representatives of the retail, manufacturing, wholesale, labor agricultural, financial and building trades.

Create Confidence

R. F. Fitzpatrick, who has been the representative of the retail trade on the Advisory committee, in discussing the matter with Men's Wear Review elaborated on the work which this committee had in view.

"What we are going to try to do," he said, "is to create confidence in the minds of the public so that they can go out and buy their requirements, knowing that prices are down as low as they can be. We will try to show the actual drop that has taken place in given periods, say, of six months or a year. It is the intention of this Advisory committee to appoint a committee of itself to assist the advertising agency to show where the reductions have taken place and to what extent."

The following is the report adopted by the Provincial Advisory Committee at their meeting in October 12th.

"The Provincial Advisory Committee on Unemployment, having considered the industrial situation endorses the following statement of proposals:—

1. That Labor shall be asked to take willingly a reduction in wages proportionate to progressive decrease in cost of living.

2. That Manufacturers should be asked to take a price for goods on hand equal to the cost of replacement, having regard to decreased cost of raw material and of labor used in manufacture.

3. That wholesalers should be asked to sell goods on hand at replacement prices.

4. That Retailers should be asked to sell at replacement prices.

5. That, knowing that costs of building at the present time have been considerably reduced, those desiring to build should be encouraged to ask for new tenders on their proposed work; and that building contractors and builders' supply people should make a special effort to reduce prices to a minimum in order to restore this important key industry.

6. That Banks and financial institutions should be prepared to co-operate to the utmost with all productive enterprise by allowing all reasonable credits and by decreasing rates as rapidly as conditions may allow.

7. That farmers should be asked to maintain reasonable production, and in the event of a proportionate reduction being reached in other lines, should be prepared to make needed improvements and betterments.

The above statement has been submitted to and endorsed by the following interests:—manufacturers, wholesalers, retailers, building and construction industries, agriculture and financial interests.

It has been impossible to consult labor in respect to concurrence in this statement but it has been submitted that labor is co-operating in this general scheme, but the committee hopes that labor will further co-operate."

George Sumner Passes Away at Montreal

Was Head of Hodgson, Sumner & Co. And Former President of Board of Trade

The death occurred on Sept. 25, of George Sumner, former president of the Montreal Board of Trade and head of the firm of Hodgson, Sumner & Co., at his residence, "Oaklands," Belvedere Road, Westmount, at the age of eighty-three. He has been taken ill about six weeks ago with pleurisy, heart failure which supervened being held responsible for his death.

Mr. Sumner was born in Leadwell, England, on Jan. 21, 1839, and when about 21 years of age came to Canada. Shortly after his arrival he married Miss Anna Hawkins, niece of Thomas Hawkins of Montreal. He took employment with the firm of Foulds and Hodgson, forerunners of Hodgson, Sumner and Co., in 1860.

Headed Board of Trade

Never very prominent in politics, Mr. Sumner, however, took a close interest in any questions affecting civic reform. He was a prominent figure in the Board of Trade, of which he was president in 1920. He was also vice-president of the Consolidated Mining and Smelting Company.

A member of the Council of the Art Association of Montreal, Mr. Sumner maintained an active interest in art matters. He was the owner of a valuable and carefully chosen collection of works.

Mrs. Sumner predeceased her husband in 1917. Three sons and three daughters survive, Frank Sumner, of Montreal; Ernest Sumner, of New York; Arthur Sumner, of Saskatchewan; Mrs. James F. Slessor, of Westmount; Mrs. L. Roever, of Barcelona, Spain, and Mrs Bennett Webb. Truro, Cornwall, England.

The funeral service was held at St. George's Church following which interment took place in Mount Royal Cemetery.

Ross & Hamelin Start Business In Montreal

New Haberdashery Starts on St. James Street

The latest comer to the ranks of Montreal haberdashers is the new firm of Ross & Hamelin, which commenced business about the middle of September last at 2177 St. James Street. Not only is the partnership newly formed, but the store itself is only just completed and presents an attractive appearance. The senior partner in the firm, Mr. Ross, has had a wide experience in the furnishing business, having been connected with such well known firms as Lord & Taylor's and De Pinna's in New York, as well as with the better men's stores in Montreal, and it is his intention to make the new store popular with the residents of the neighborhood in which he has located. Although situated at a considerable distance from the heart of Montreal, yet the store has the advantage of being close beside a transfer junction for the street cars, and is also near to several very large manufacturing plants. On this account it will be necessary for the store to remain open until seven o'clock each evening and until ten on days and Saturdays.

Mr. Ross has arranged an artistic display of all the different lines which are to be carried in stock, and intends to specialize in neckwear more especially. For the opening, a pleasing effect was achieved by the use of quantities of autumn leaves against the white walls and brown hangings.

Mr. Ross does not intend to feature workingmen's clothes prominently although these will be in stock, but more attention will be devoted to the featuring of really high grade furnishings, in an attempt to provide the same service as that rendered by uptown stores. That this service is appreciated by the people of this section is already an assured fact, and the demand for furnishings for off-duty wear is fully equal to that for the heavier grades.

New men's wear store opened last month by Ross and Hamelin at 2177 St. James street, Montreal. The larger window is devoted to the display of high grade furnishings, while the left-hand window contains a display of apparel for the workingman.

Heaven Defend From Circular Letters

Martin O'Reilly of Prince Rupert Expects to Die From Brain Storm By One Cent Post

"Did y' ever see the loikes o' that," asked Martin O'Reilly of a representative of Men's Wear Reveiw in Prince Rupert recently. "And they talk about economy and expense of doing business. And they keep fellows on the staffs of these manufacturers to write that kind of drivel."

Martin was mad.

He did have two specimens of circular matter that might well have died unborn. One stressed the point that some prices were lower than 1914—to that Martin said he had written offering to buy some of whatever it is. The other took him, as a retailer, to task quite seriously. It was all Martin O'Reilly's fault that the long-suffering manufacturer was only doing one-third normal business and, therefore, was having outrageously high percentages of overhead. The retailer was being slapped real soundly on the wrist and it was hoped that, having seen the dire consequences of his actions, he would hasten to buy. It is too bad that some direct-by-mail geniuses could not be on hand when their brain-child is received.

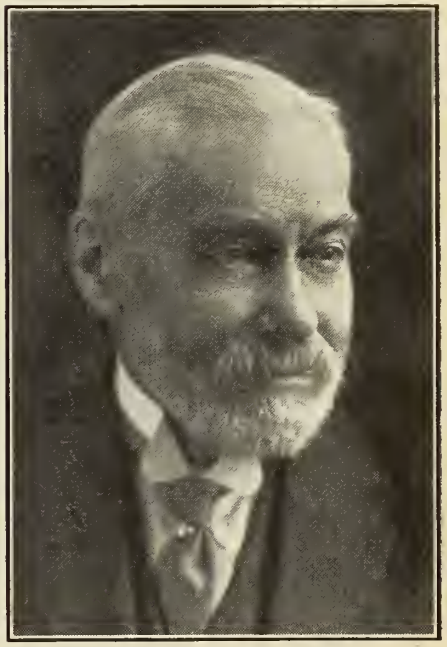
Advertising

Martin O'Reilly has a splendid gent's furnishing business in Prince Rupert and to advertising he ascribes a good deal of the success of his business. The newspapers are used, calendars, dodgers and catalog pamphlets. The calendars are in celluloid and are of the vest pocket size with a picture of the proprietor on them. Fishermen and loggers have come into the store and have said they picked up the calendar in most remote parts, with the result that they have come to his store to buy. Some three years ago some fishermen were wrecked on the west coast of Vancouver Island. They reached land and after a long tramp came to a deserted cabin. "When we lit the candle in the shack," said one of them to Martin O'Reilly, "there were two of your calendars stuck on the wall. When we left I took one of them and left the other for the other guy who owns the shack and I've always been curious to meet you and tell you about your cards." Two loggers passed the door of his store recently and pulling out one of the calendars said, "I think that's the old son-of-a-gun himself standing there." Many sales have been credited to these calendars.

Three Sheeted Pamphlet

A three sheeted catalog pamphlet featuring and illustrating some special suits at $35 brought many into the store because of the popular price. Many purchasers bring in these pamphlets or newspaper advertisements, asking to be shown what is advertised.

"Advertising has played a great part in building up this business," said Mr. O'Reilly, "but heaven defend me from circular letters. If you hear of me dropping dead you'll know I have just received somebody's fool brain storm by one cent post."



The late George Sumner who was the head of Hodgson, Sumner and Co., Ltd., of Montreal.

TOO LARGE a variety of models is held responsible for a large proportion of the seasonal unemployment in the clothing industry by the American Engineering Council's Committee which recently submitted a report on wastage in industry. It estimates that the loss is $750,000 a day on a yearly output of $600,000,000. "What seems to be needed," the report says, "is for each manufacturer to limit the number of models and cloth styles to bridge the slack season by manufacturing for stock and to adopt vigorous, positive methods, backed up by effective national advertising."

Thirty Day Buying Policy Responsible for Series of Very Successful Sales in Ottawa

A. A. Fournier Co. of Ottawa, Run Some Novel Sales—Fifty Cent And Dollar Days—Giving More For The Same Money or The Same For Less Money — Old Fashioned Friday Bargains

BELIEVING that the day had arrived for a general price cut all round in merchandise the A. A. Fournier Company, of Ottawa, have carried out several unusually successful ideas in the way of sales this summer, the results of which have been instrumental in levelling prices permanently to a more moderate basis.

The policy of the Fournier firm is responsible for the holding of these unique sales, and briefly expressed it runs thus,"Always to give more for the same money or the same for less money," and whichever way the idea is carried out, the customer benefits and knows that she benefits.

To differentiate from the monotony of ordinary sales, this firm decided early in June to adopt drastic measures. According to Mr. Warren, manager of the store, a clean sweep reduction in prices was instituted in a series of "Re-adjustment sales," commencing in June and running for two months. An appeal was made to the Ottawa public to recognize that a big cut in prices had been effected in every line of merchandise carried in the Fournier store and they were cordially invited to participate in the feast of bargains at the new prices. The response to these sales was accordingly excellent and every bit of merchandise in stock was disposed of before the end of July.

Fifty Cent Sale

Then the management decided to devise some new style of sale to keep up the interest so plainly manifested in their efforts to bring prices down and keep them there. A "Fifty cent sale" after the plan of dollar days, was tried out, announced through the medium of exceptionally striking advertising in the press, in which the figure 50 and no other appeared. Each distinct offering was boxed in heavy black borders and an entire newspaper page was filled from edge to edge with bargains. Again the response was prompt and exceptionally satisfactory.

"Again we racked our brains," said Mr. Warren, "and decided to run a dollar day, with every offering almost at cost price. We were fortunate enough to obtain a quantity of dainty voiles from a manufacturer at a very small price, and so we offered a limited quantity in two separate sales at 29 cents a yard, selling one length only to a customer. The first time that these were advertised there were fully 75 people waiting outside the store in the morning for the doors to open, and the entire lot were sold before four o'clock. On the second occasion of the voile sale, there must have been more than one hundred people waiting and again the goods were disposed of in no time."

When the question of early closing on Saturdays came up before the Ottawa merchants, the Fournier store decided to adopt the measure although it meant the loss of considerable business usually done on Saturdays by out-of-town people. It was decided to feature a series of "Old fashioned Friday bargain days," and to carry the said bargains over to Saturday morning in order to bring up the total sales as nearly as possible to an average day's business.

On Thursdays therefore, a large spread was featured in the press, announcing the list of "Old fashioned bargains" and on Fridays, a smaller announcement was run in connection with Saturday morning's offerings. Later it was found, however, that people were asking for Saturday's specials on Friday and vice versa, so a combination sale was accordingly arranged, to run on both days, and this last arrangement proved to be the crowning climax in the series of successful selling events under the management of the Fournier store.

The success reaped by all these various events was due, according to Mr. Warren, to the fact that merchandise is bought in only sufficient quantities to carry the store over a month or so. They are in the market for fresh stocks all the time and consequently are in a position to offer rock bottom prices to Ottawa people. All the departments in the store record increased volume of sales and increased turnover this year, and changes and improvements in the arrangement of the various departments are constantly being effected, so that the very best service can be rendered by the staff. The store itself presents a most agreeable appearance, being flooded by daylight all round by means of a glass "clear story" above the display windows. These extra windows are large and uncurtained, and consequently, daylight and sunshine flood the entire building besides an improvement in ventilation which naturally follows. A new system of indirect lighting is also provided, which almost exactly duplicates natural daylight, enabling the staff to sell colored materials with as great a degree of sureness as though they were out of doors.

NOVEMBER SELECTED AS "PERFECT PACKAGE MONTH" BY THE NATION'S CARRIERS

All trades and industries have been asked to co-operate in the "Perfect Package Movement" to be inaugurated by the railroads, steamship lines and express companies in the United States and Canada, in November, which has been designated as "Perfect Package Month."

The purpose of the movement is to stimulate further public interest in good packing of shipments and to enable the carriers to improve the transportation service of the country. During November, an examination of all shipments sent by freight or express, will be conducted, to obtain information as to the best shipping methods carried on by the various trades and industries.

In every city and town, the railroad and express people will form campaign committees, for "Perfect Package Month." "Exception Reports" will be made out for all faulty shipments discovered and these reports will be sent to the shippers' association for tabulation, to ascertain how high a percentage for "Perfect Packages," the shippers of that city have attained.

Comparisons of the records made by the various cities during November will be announced at the conclusion of the drive. The entire working forces of the railroad and express carriers, comprising some 2,000,000 men, will aid in the movement. The railroads, through the American Railway Association, composed of practically all of the railroads in the country, are pushing the campaign, as a means of raising the standard of the service, while the express agents are also getting ready to interest shippers in the undertaking.

LECIERCQ-DUPIRE operator of large woolen mills of Roubaix, France, stated on a recent visit to Canada that strikes in his country were responsible for a retardation of trade. His own woolen mills have recently been involved in a strike due to the refusal of operators to accept lower wages.

To Travel on Reputation Alone Is Like Rowing A Boat With One Oar

Necessary To Keep Up With the Times And With Modern Methods of Merchandising—Class Distinction Is No More—Quality Is Good But You Must Tell The People So

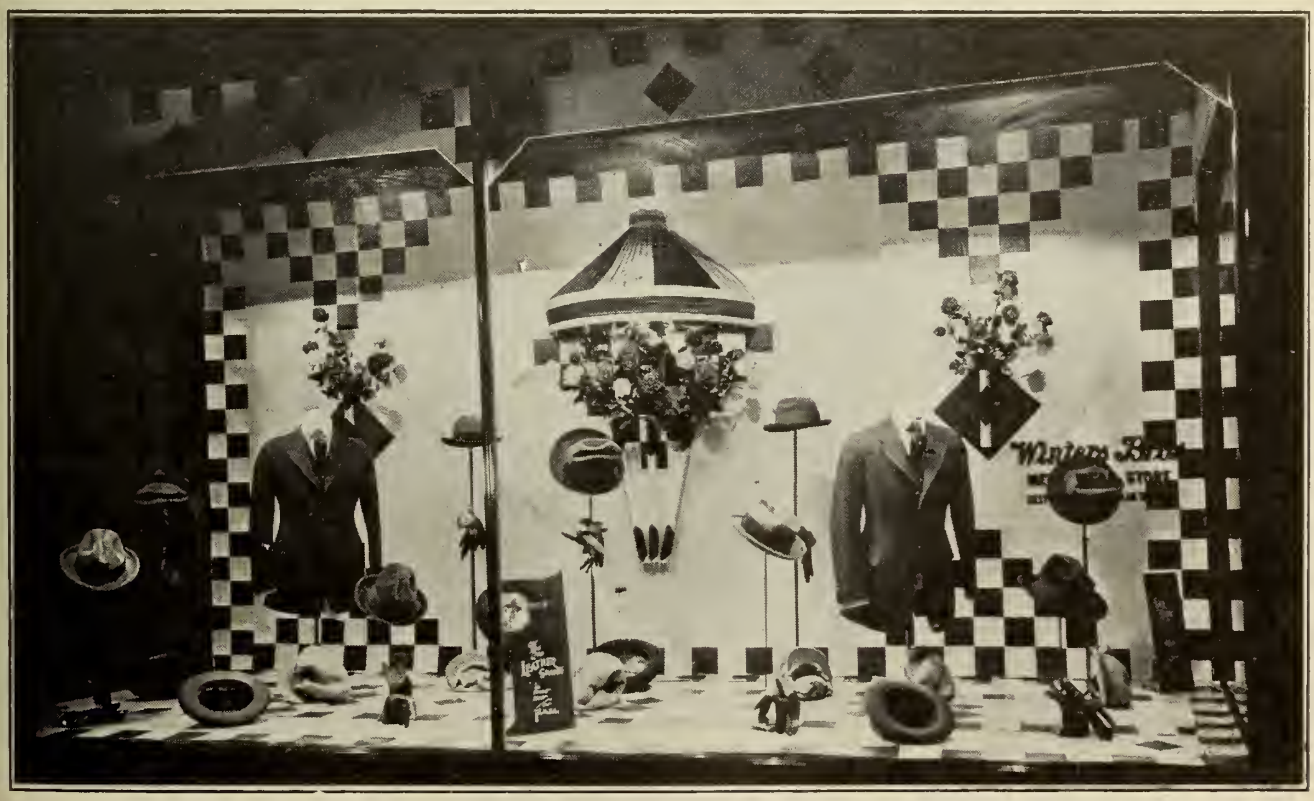
DO YOU know that there are dozens of stores in the United States and Canada which have been running for the last ten years on the reputation their founders established for them." This was the statement made to Men's Wear Review by a man who has just returned from a tour of thirty-seven of the leading cities of North America. "They are suffering from what I would call a 'dry rot'," he went on to say. "During good times this was not so evident but the pressure of the last nine months has brought amazing facts to light."

This statement was made by a representative of one of the oldest retail stores in Toronto, a store which has a past reputation as well as a very present activity to carry it through. Years ago, this house carried on a large part of the "carriage trade" in Toronto. It had as patrons women who went nowhere else to shop. They came down regularly in their carriages and bought what they liked, with price a secondary consideration. In those days price-tickets were never allowed to be displayed. It was, moreover, more correct to run charge accounts than to pay cash. High-class customers only were expected and the very best grade of goods was kept for them.

When this kind of business was carried on, even the wealthiest patrons did not go to New York to shop. If they travelled, which was very seldom, they bought clothes here before leaving. The woman who "shopped around" before making her purchases was very rare indeed. The word of the department-head was the guarantee for everything she bought. Most of the business of the day was done between the hours of eight and ten in the morning. The trade of the working girl was not considered.

Today all customers must be reckoned with and the business girl most of all, for she has more money and thinks probably more of fashion than any other class of patron. The carrying of reliable merchandise alone, will not do today. Every store that has any pretensions has good as well as the cheaper lines. People have learned to shop and shop they will, because they want value received. One of the daily papers recently took up arms against the general attacks being made now-a-days on the extravagance of women. It stated that on the whole the woman of this generation is more economical than her grandmother was. She buys what she needs and only when she needs it. In the old days, women stocked up their houses with things which they were often never able to use. They had moreover not that acute sense of value which comes with experience and comparison.

Very recently a representative from Men's Wear Review made a call upon a firm established in Ontario nearly sixty years. Thirty years ago this house had a reputation for its linens and its woollen goods. Its clientele consisted of the leading families not only in its own city but in all the neighboring towns. Today that store is not turning over half the amount of business it did even ten years ago. The answer which was given when one of the managers was asked how he merchandises his linens in these troublesome times, is probably one of the best indications why this house is on the down-grade. He declared "We do not believe in using methods to bring in business. Cheap publicity is not wanted. We do not even send circulars. Our goods alone are our only advertisement." He was proud of this declaration. He is one of the type of business men who treat innovations much as the lordly heir to an old title treats those who wish to make changes in his family escutcheon.



An artistic and attractive fall display by Winters Bros. Men's Wear Store, Halifax, Nova Scotia.

Using New Business Methods To Cope with New Conditions

Ottawa Retailers Feel That Dealers Should Have Unusual Methods to Meet the Times—Link Windows with Advertising—Question of Prices

THE public is perverse at the present," declared a well-known Ottawa retailer to Men's Wear Review. "I might go so far as to say that they are displaying a spirit of plain 'cussedness' and simply cannot be induced into buying regular goods at regular prices. But I think I have solved the situation and can supply the remedy that will keep business going just as usual."

"In a nutshell," he continued, "we retailers have got to get out of the usual rut and use business methods that are unusual and different. In our advertising, our displays, our prices and even our methods of salesmanship, everything must echo the unusual note. The reason for this is plain. The customer will only respond when merchandising methods are sufficiently unusual to tickle his jaded and uncertain purse. This is the true aspect of the fall situation."

Newspaper Advertising

A concrete illustration was given to show how this retailer is going after fall business. "I do not believe in giving up newspaper advertising at this time," he pointed out, "but I do believe that we have got to alter our methods a little to get real results from the financial outlay. In my own case, I have decided to stick to my usual contract of 1200 lines a week in two papers, but instead of running 200 lines each day as in the past I am going to try the plan of running 100 lines only, the first three days of the week and then on Thursday, for instance, coming out strong with about 700 lines, following on the last two days with the remainder of the allotment, namely one hundred apiece. The reason for this plan is that customers tend to become so accustomed to the sight of regular unvaried copy that they cease to read it, but by keeping them guessing, the retailer keeps their interest continuously up to a fever pitch. Already one customer has said to me, 'You seem to be making a big advertising drive lately, are you getting lots of extra business?' and the joke of it all is that I am not spending one extra cent upon publicity but I am getting considerably more business."

Window Display

"Along with this new plan of advertising, and concentrating the biggest space in the Thursday papers, I am careful to link up my window displays to emphasize the same theme. The goods go on view at least three days before the sale is advertised. If I am staging a shirt sale I have the merchandise on view on Thursday, but I do not allow a single shirt to be sold until Friday. I count upon having people go by the store all that time and taking in the values I am offering, reading about them in the press and observing what a big spread the sale is getting in the way of publicity. In this way, every shirt gets sold."

"In prices, too, monotony must be avoided this fall," continued this merchant. "The public does not want to buy goods at regular figures, but it will tumble over itself to buy a shirt at $3.39 or three shirts for $10. I believe the odd figures appeal to their sense of thrift, but certainly by using the more uncommon prices including the nineteens, thirteens, or other odd numbers, greater sales are recorded than by the old regulars."

Avoid Too Many Prices

"In the same fashion, I avoid the use of too many prices in marking my goods for sale, and try to average up on a lot of different lines varying say, from $25 to $29.50 wholesale, and sell them all at one fixed price of $44.50. Overcoats priced at $45.75 are another of my leading lines, not marked down in any sense of the word, but the public believes that the 'seventy-five' must somehow mean that the coat is reduced from a higher price, and so it buys a coat. That seventy-five is a very useful little figure, let me tell you and is proving more attractive than our old friend ninety-eight. It is an unfortunate fact that customers do not judge merchandise fairly, but are apt to purchase simply whatever seems to be cheap and marked down from its real price. I believe that retailers must scale down on fall prices anyhow, if they want to get and hold business, and suits that exceed the $60 limit stand little chance with even the better class of customers. I shall concentrate upon clothing retailing between $35 to $50 and even carry quite a few lines lower than that. It is of course, impossible for one man to advise another what to do to get business, but I think that as we are all facing the same problems of how to increase sales and keep down overhead, the same remedies will apply in nearly every case. And so I say, keep out of the rut of monotony, get busy and feature things that are different, prices that tickle the customers' curiosity and make every line of your newspaper advertsing pay its way. Instead of this being the worst fall season, it should turn out to be unuually interesting and quite a profitagle as other years."

PALTER SONS, 122-128 Wellington St., Toronto, have recently taken over another flat in connection with their manufacturing business. This adds considerably to their capacity output.

Does Lively Business with the Fishermen

A. Kirkpatrick of Prince Rupert Blaste Site for Store Out of the Rocks

"When you consider that the hali but fisherman makes clear from fou to six thousand dollars a year," sai Mr. McLeod, Manager of A. Kirkpat rick's Men's Wear Store in Princ Rupert, "you can understand how the can afford the best clothes. I onl stock the better suits. When they ar working they use corduroys, mackin aws and oil skins, but for street wea the best. It depends on the basis o which they work. Those merely mak ing a percentage do not make as muc as those owning their vessels and sell ing their own fish. Last week on fisherman told me that the four men i his boat averaged $400 per week fo the four. They own their boat and se their catch to the shippers."

Established 13 Years Ago

Established 13 years ago when "Rup ert" was in the making, this busines has catered in turn to those engage in railway construction, the loggers, th prospectors, the fishermen and now th city traders as well. Like other store in Prince Rupert the site was blaste out of solid rock; the street and lane also hewn from the rugged surface o Kairn Island on which Prince Ruper is located.

When Prince Rupert was first moot ed, Mr. Kirkpatrick was among th first merchants to arrive. At that tim the townsite had not been surveyed an the townsite corporation would not gran permission to land and commence busi ness. Nothing daunted, a couple of th old timers staked claims on the sit and then were, by law, entitled to lan on their claims. Thus, most of the busi nesses now flourishing in the northern city were enabled to open up their firs modest establishment. Heedless t say, when the townsite was opened up they bought sites on the business stree and Kirkpatrick's men's wear store i located in about the most desirabl retail section in the city.

The Indian trade is a feature in it self. They like to "browse" around an not be bothered until they have mad their selections. Nothing distinctive i carried in stock for this trade, the In dians choosing all their clothes accord ing to the prevailing mode. When th salmon fishing is good they spend free ly and buy the very best. This year however, has been a lean one for then all.

AN AGREEMENT has been reached between hat and cap makers and the employees that there shall be no reduction in wages at the present time. The matter was finally settled by arbitration.

"Smallest Percentage of Profit In History of Clothing Trade"

Report of Dr. Hastings, Toronto, Shows that Dealers Have Taken Big Losses—Reductions in Prices in Comparison with Year Ago are Startling—Cost of Manufacture Reduced—General Deductions

THAT dealers in men's clothing in Toronto are now working on the smallest percentage of profit in the history of the clothing trade is the declaration of Dr. C. J. Hastings, Medical Officer of Health, submitted in a special report to the Board of Health on October 12. This investigation was conducted at the instigation of the Board of Control of the city for the purpose of ascertaining something relative to the cost of living as compared with a year ago. Dr. Hastings, in conducting the investigation sought the services of two special men who visited several representative firms in the city. In this report, the names of the firms are, for obvious reasons, not given, but the percentages of decrease in the selling price as between September of 1920 and 1921 cleary show that the clothing men of Toronto have taken big losses during the last year and are selling their merchandise at replacement values. For instance, seven firms are quoted as having reduced their prices 33 per cent, 23 per cent, 38 per cent, 29 per cent, 33 per cent, 31 per cent, 33 1-3 per cent, respectively.

The manager of another firm, giving its decrease as 33 1-3 stated that the wholesale cost of his class of goods had not decreased in proportion to that of cheaper goods. Their suits sold at from $75 to $90. Their employees worked by piece work and were producing more this year because labor was more plentiful, in other words employees were not so independent.

Another firm, giving its decrease as 12 per cent, stated that it had been lucky in that it did not have large stocks of goods on hand when the drop in cloth came.

Cost In Manufacture

In dealing with the cost of manufacture in September 1920 and 1921, the following figures are given:—

	Cost 1920	Cost 1921
Cloth	$35.00	$30.00
Trimmings	10.00	8.50
Labor	30.00	28.00
Selling price	$110.00	$100.00

"In an interview with the manager of one firm," states the report of Dr. Hastings, "it is found that their prices are practically the same as a year ago but it is offered in explanation that American and Canadian goods used last year have been replaced by superior English woollens. Suits which sold for $60.00 a couple of years ago are now sold at from $30.00 to $45.00.

"The information was also offered in connection with the business of this firm that the reason they sell a tailor-made, all-wool suit for $25.00 is that they figure on a small percentage of profit and a large turnover."

In conclusion, the report gives some general information regarding the clothing situation and prices. "Dealers are now working on the smallest percentage of profit in the history of the clothing trade," says the report. "Clothing is now finished with greater care and better material used than formerly. An all-wool, tailor-made suit can be purchased for $25.00. Cloth is 50 per cent cheaper now than in September 1921 and trimmings 35 per cent, less in cost.

"On account of the drop in the wool market and the consequent drop in the price of cloth, certain dealers are being compelled to sell their old stock at a loss of 25 per cent. which, in many cases, affects the profit made on their new stocks. It is claimed that the smallest tailors are compelled to charge more than the larger merchants as they are obliged to buy "ends" of cloth in place of larger quantities. Their overhead, they claim, is higher per suit on account of the smaller turnover.

"Labor costs are practically the same in every instance as in 1921, but it is claimed by some that there is an increased production on the part of the employees. The tailors are at the mercy of the unions as far as wages are concerned.

"It is the general opinion that when conditions are readjusted dealers will all arrive at the pre-war 50 per cent. gross profit, this to cover overhead and net profit. This pertains to custom tailors."

A CORRECTION

In the last issue of Men's Wear Review on page 69 and 87 there were pictures of two stores; one D. A. Gagnon of St. Dennis street, Montreal, and the other R. G. Reeve & Co. of Kingston (exterior view).—Through some error these two pictures were switched; the one on page 69 should have been on page 87 and vice versa.

The picture of several ties shown on page 74 should have been credited to the Will-tie Cravat Co., of Montreal rather than the source to which they were credited.

JOSEPH VINEBERG

of the new firm of Vineberg, Samit Ltd., Montreal

A new Montreal Clothing house will make its bid for business in October under the name of Vineberg, Samit, Ltd. Joseph Vineberg, with H. Vineberg Co., for many years, and Charles Samit of the Samit Rubber Co., have organized the new firm under the above name. They have secured large quarters in the Kellet Annex Building where they will manufacture men's and young men's clothes of high quality at popular prices.

Both Mr. Vineberg and Mr. Samit have had long experience in the clothing business and they have associated with them a staff of men whose ability augurs well for the new firm.

RIGOROUS PROSECUTION OF FRAUDULENT ADVERTISERS

(Continued from page 45)

ever, is that retail merchants throughout the province co-operate with their office to the fullest possible extent in this matter. They want, wherever possible, to take from the shoulders of the individual merchant, the responsibility of laying this information. The Provincial office is ready and willing and eager to go ahead with these prosecutions. If merchants, therefore, will communicate with the provincial office as quickly as possible when they have reason to believe that fraudulent advertising is being done, steps will be taken immediately to bring the case within the courts.

If, for instance, a merchant believes that there is fraudulent advertising in the statement printed in the daily press that a certain thing worth so much is being offered for so much, or that with a certain purchase a premium is being given away that is valued at so much, he is asked to either wire or telephone the provincial office, setting before them the facts in the case. A provincial of-

(Continued on page 66)

Sticks to Business—and Gets It

G. L. Myles of Ottawa, Believes That The Present Is a Good Time for The Merchant To Be on The Job All the Time—Conducts a Specialty Store—New Forms of Publicity—Looking For Good Business

THERE are certain retailers who apparently consider it good policy to dabble in a multitude of affairs outside the province of their own personal business, and who are rarely seen in their own stores except when obviously extremely busy. They seem to consider it effective to be pre-occupied and overwhelmed with work, so that when a customer drops in, or a stranger happens along with a letter of introduction, they are reluctant to accord the visitor more than a few seconds of time, but convey the impression that such interruptions are making serious inroads upon an already heavy rush of work. This type of retailer probably spends the greater part of his time in his office, when he is not out elsewhere at meetings or on other business, leaving the management of his store to clerks, under the mistaken impression that the personal element in merchandizing counts for little, where the customer is concerned.

The exact opposite viewpoint is held by G. L. Myles of Spark, Street, Ottawa, who celebrated the third anniversary of his successful business in August last. To a staff member of Men's Wear Review, Mr. Myles explained his own personal theory on a retailer's attitude to his customers as follows: "I believe in being on the job all the time, concentrating all my energies and mentality upon improving and extending the service of the store. I believe in being friendly with customers, not in keeping at a distance. Therefore, I do not have such a thing as an office in my store, a desk in a quiet corner is sufficient. If I had an office I might be tempted to spend all my time in it, but as it is, my customers find me right in the midst of things and always ready for a chat or a welcoming word. I call my store the 'young men's shop' but I find that an ever increasing number of women are patronizing it because I make a point of giving my best advice to them on the subject of clothing or furnishings. Women nowadays are desirous of obtaining the very best value for their money possible, and after you have established confidence in their minds, they will cease to shop around but come in again and again, as though it were a personal matter. It is rather unusual to do such a large trade with women, and I can find only one reason for it, namely that I am never too busy to serve them and advise them as fully as I know how, on fabrics, colors, style—anything about which they know very little."

A Specialty Store

The Myles store aims not so much to feature a large and very miscellaneous assortment of merchandise, as to confine itself rather to six or seven lines, carrying only one branch of each, so that it is rather in the nature of a specialty shop than a general business. It is, as Mr. Myles expressed it, a happy medium between the "ultra exclusive" atmosphere and informality. It endeavours to provide merchandise at moderate prices in a setting fully equal to the highest class. Being a Scotchman by birth, Mr. Myles comprehends the needs of the many British residents of Ottawa and many of his customers speak with the same soft "burr" in their voices. That they naturally gravitate to the store with the homelike atmosphere is not in itself surprising but shows conclusively that the policy of maintaining a friendly atmosphere is deeply appreciated by the "stranger in our midst."

Original Publicity

Publicity is constantly kept up through the medium of the press and by means of personal circulars which are profusely illustrated. Mr. Myles believes that all advertising this fall must be snappy and full of vigor, accenting practical points and quoting prices that appeal. He is not in favor of large spreads more or less filled by cut-service illustrations, having no bearing upon the clothing carried by the store but prefers to use his own original ideas without illustration. Having experimented wi various types of name plates, he has last designed one which he uses as street sign, as well as in his advertisi and personal letters. He even goes far as to have this name plate print on neat oblong stickers which can attached to parcels, etc., and which w tend to emphasize still further the nan of the firm for future occasions.

"I am expecting a good season's bus ness," said Mr. Myles, " because so f my turnover is twice as large as in t corresponding months of 1920 and see no reason to anticipate any chang We do not suffer from the same scour of unemployment in Ottawa as they elsewhere, but on the contrary, we a blessed with a perpetual demand fro the government employees, which kee us all on the qui vive to supply adequat ly."

The made-to-measure department the Myles store is located upstairs a is largely patronized by the young m of Ottawa. The store has thus shown very satisfactory growth, necessitati the additional services of five sal clerks, so that its continued progress already well assured.

J. O. GAREAU of Montreal was r cently asked to stand for mayoral honors in that city. He declined the i vitation.

You Cannot Advance—

IF YOU make a habit of coming to business late each day.

IF YOU do not make a study of the goods you sell.

IF YOU are not in touch with what is displayed in the windows and advertised in the newspapers.

IF YOU wrangle and are always at odds with your fellow clerks.

IF YOU chafe against the rules of your establishment.

IF YOU fail to help those under you, and by the same token those above you in station and position.

IF YOU are snappy or impolite to customers.

IF YOU fail to understand that the customer is the mainstay of any business, and that you must cater to her wants in a businesslike and efficient manner.

IF YOU simply sell enough to make an average showing. Advances come only to those a little above the average in sales ability.

IF YOU do not understand the rules of counter order and cleanliness.

IF YOU are not in a position to help the buyer and his assistant to get a firm grasp on the wants of the buying public.

IF YOU fail to understand that customers like to be made to feel at home when they enter your section.

IF YOU fail to heed the hints given by some customers as to their likes and dislikes in selection.

IF YOU sell by such forceful methods that much of what you sell is returned.

IF YOU allow the customer to depart without a pleasant "Thank you, call again."

Piece Goods Buyers Back to England

Likely to be Revival of English Buying Trips in January—Canadian Stocks are Well Cleaned Up After Cancellation Period — Belief That English Stocks Are Also Clean—Growing Canadian Competition

FOR a year or eighteen months many of the piece goods buyers in woolen houses in Canada have not taken their regular buying trips to the Old Land. There are various reasons for this, the first of which is that the depression in business began to make itself felt about that time resulting in the re-consideration of buying policies to meet the changing conditions. In the wholesale houses the need for curtailing buying began to make itself manifest immediately. Cancellations began to pour in on the wholesale houses to the extent of many hundreds of thousands of dollars and an acute and painful period in trade relations both between the Canadian retailer and his wholesaler on the one hand, and some Canadian houses and some English houses on the other, was passed through. At that time, Dry Goods Review wrote a series of articles on the whole question of cancellations and argued that some binding agreement should be drawn up that would be mutually acceptable to both buyer and seller. We believed then and believe still that, unless this is done, this same painful experience must be passed through again with the consequent disorganization of trade.

Stocks Were Heavy

Two conditions resulted in Canadian piece goods, stocks being very heavy about this time. First, the cancellations threw hundreds of yards of piece goods back on the wholesalers' hands. In the second place, the Canadian buyer, in fact, Canadian business men generally, did not look for the "inevitable break" as soon as it came. He had, accordingly, followed a buying policy that took into consideration ever rising prices. He bought—and bought heavily—before the peak was reached, a peak that came in the spring of 1920. He had bought enough to carry him over that peak without the necessity of buying heavily at the very time of the peak. His own stocks therefore—heavy buying and cancellations combined—were very heavy when the first signs of the slump began to make themselves manifest.

Getting Rid Of Stocks

The first problem on the hands of the Canadian woolen dress goods man, therefore, was to get rid of his own stocks. It involved, in the first place, a non-buying policy with regard to English woolens, except for a "sweetening" of stock that was advisable if he were short on any one line. In the second place, it involved a heavy mark-down in present stocks, a mark-down that amounted to millions of dollars to the Canadian wholesale houses. Those losses have been taken by reputable and aggressive wholesale houses without complaint; through a whole year losses have been accumulating in this respect, and are still being taken whenever the necessity arises to take stock on replacement value basis.

It has been a painful process to clear out these stocks to the retailer whose own stocks were heavy enough in piece goods. Being the last link between the manufacturer and the consumer, the retailer has had to keep step with the consumer demand, and that demand has been a tardy one for some months. At last, it is beginning to be felt by the wholesaler; in other words, wholesale houses tell us here that they are beginning to feel the consumer demand. The retailer's shelves have been finally cleared out of what stocks he had and he is waiting impatiently to see how strenuous that demand will be.

The National Exhibition

Canada's National Exhibition in many respects shows how the Canadian pulse is beating. It is the highest expression of Canadian art, science, industry and commerce. It provides the occasion for many retail buyers from the Atlantic to the Pacific coming to Toronto to see the Exhibition and, not less important, to do some buying. Last year Exhibition business was poor because placing had been done. This year, it is different. Very little placing had been done by the time the Exhibition started and wholesalers were expecting many buyers in to select the bulk of their fall stocks. They were not disappointed. Exhibition business was very good. But the significant thing about it was, perhaps, that all orders placed were small but there were many of them. It rather justified the belief of the wholesaler that retail shelves were cleared out of stocks. In future, the retailer will keep step with consumer demand and the echo of that step will be heard in the wholesale houses.

What of English Stocks?

Now that the Canadian stocks of piece goods are well cleaned up many of the buyers will soon return to the Old Land to replenish their stocks. January is usually the month for many of them to go. A few have gone during the year but their purchases have been small and of a sorting character. We have talked with a number of these buyers who have stated that they were going to renew their English business relations the first of next year. They believe that English stocks, too, are well cleaned up. One buyer stated to Dry Goods Review a short time ago that the merchandise he was seeing now as shown by representatives of British houses was nearly all trash. It convinces him that this is the tail end of the accumulation of stocks held in England. Some Canadian representatives of British houses tell us that manufacturers' stocks are cleaned up there and that they are now back to a manufacturing basis where they will not proceed without orders or without promise of a legitimate profit. This is stabilizing prices and, in some cases, sending them slightly upwards. Future prices, they say, will depend considerably on the cost of production which might vary a little if those costs come down.

Canadian Competition

The competition of the Canadian woollen mills is becoming, is already a factor with which the British houses must reckon. They are turning out some very creditable piece goods and many Canadian wholesale houses have fallen back on them during the last year or eighteen months to tide them over the readjustment period. They have offered alluring prices and attractive patterns. With a wider range they will demand and probably secure a wider patronage from Canadian houses. It is as well for the British houses to bear this in mind—and to reckon upon it as one of the factors in their business.

PASSING OF T. A. JEFFERY

Thomas Arthur Jeffery, after an illness lasting nearly two years, passed away at Toronto General Hospital on the ninth of September.

Mr. Jeffery, who was in his forty-eighth year, learned the men's-wear trade with J. M. Treble who for years occupied a large store at the corner of King and Bay streets, later moving to King and Yonge streets, north-west corner. About 1899, Mr. Jeffery together with Mr. C. B. Purvis bought out the business and removed it to Church and King. The partners, under the firm name of Jeffery and Purvis carried on this business for some years. Later Mr. Purvis left the firm and Mr. Jeffery carried on till 1912, when he quit the retail end of the men's-wear and became a commercial traveller with the Reliance Knitting Mills. A few years after this he travelled for the J. A. Haugh Manufacturing Co.

F. J. CAMPBELL, who recently left Sarnia for Brantford, was presented with a handsome silver mounted umbrella before leaving.

The Oliver Legault Store, Montreal

Sells Eighteen Suits on First Day of Opening on Bleury Street—Is Now Carrying Full Line of Men's Clothing—A Handsome Interior—Is Situated in Theatrical Atmosphere

EIGHTEEN separate sales of men's suits averaging $50 a suit, in one day, was the record achieved by Oliver Legault upon his recent opening after the reorganization of his exclusive men's shop on Bleury Street, Montreal. This splendid record was not brought about by any sensational methods, nor by any extraordinary publicity. Simply by the medium of a well dressed pair of windows, arranged with a few new fall models and a sprinkling of exclusive haberdashery, plus a few very small and artistic price tickets inconspicuously featured.

The Legault store has just been entirely renovated and decorated and several new features have been added to its already extensive range of merchandise. Although formerly exclusively a furnishing store, Mr. Legault has now decided to carry a full line of men's clothing in addition, and has been fortunate to secure the sole agency of a well-known line of hand-tailored clothing, which has enjoyed the reputation of being among the very finest produced in America. "The public apparently thought," remarked Mr. Legault, "that this line of clothes was very expensive and beyond the means of any but the very rich, and so the price tickets came as a great surprise and business was excellent from the very moment that the window was dressed. In fact, one brown suit placed in the front of the window brought in several men within a few minutes after it made its bow to the public. So it is quite plain that the price tag has its place with exclusive clothing just as much as in any other kind of display."

In order to cope with the increased volume of business which will naturally follow in the wake of this new installation, Mr. Legault has enlarged his store to the extent of 80 feet and has in addition a commodious office and sample room at the rear. In order to still further heighten the effect of space and length, clever use has been made of large mirrors upon the wall of the office, so that looking from the front of the store right through the office door, a vista of almost limitless length is noticed, the reflection conveying an impression of greater space beyond.

A Handsome Interior

A very restful and artistic color scheme has been chosen for the new decorative note, namely a warm brown flecked with almost invisible tones of red, and the woodwork is entirely of solid quartered oak in severely plain design. The many windows are curtained in simple draperies of natural pongee silk and the hardwood floor is polished and overlaid with Persian rugs in dull blendings of brown and blue. Plenty of provision has been made for the comfort of customers by the addition of several easy chairs, and in the centre of the floor a unit stand is arranged to show one of the newest models in dinner jackets, neatly set off with suitable haberdashery. An unusual feature likewise, is the addition of large jars of flowers here and there, which lend the right color note to the theme of conventional severity customary in store equipment. The callings are heavily embossed in elaborately moulded patterns and eight very distinctive hanging lamps on the indirect system are hung from brass chains down the entire length of the store. These lamps are patterned in brown tracery and provide an effective illumination at all times. In the front of the store, the furnishings are carried, much merchandise being under glass.

Management

The store will be managed in two sections, the furnishings as usual under the direction of Oliver Legault and his assistant Albert Paquet, and the clothing section by "Arch" Moir, already well known to Montrealers through his long connection in the clothing business in that city.

The ideals of the new management, so auspiciously inaugurated, may be summed up as follows: "To provide the better kinds of merchandise at prices which represent their true worth, and to render service to customers, equivalent to that which they might receive in New York or in exclusive shops anywhere. To endeavour to please customers, even though a sale be sacrificed in the endeavour, and to feature nothing but what is truly the latest and newest style, whether in imported merchandise or of domestic make."

The policy of the store is to carry only a few lines of every type of furnishings necessary to the well dressed man of today, but to have them individual in style and character. "The best dressed men," pointed out the proprietor, "do not go in for fussy stuff, but prefer conservative things made of fine materials and designed after perfectly plain models. If we find that we cannot provide the exact thing he requires, we prefer to send him to the store where he can secure his needs, even though we do lose a sale. It means that he will come back to us because we are thinking of him before our own profit. The class of customers to which the store caters, are quite willing to pay a good price for the kind of merchandise that they require. We do not care to carry the cheaper lines, as they would tend to convey the impression that we are not particular as to exclusiveness," it was explained. "Therefore, four dollar ties and twelve dollar shirts are far more often sold than the cheaper lines. We do a large family trade in addition to the transient customers who drop in from simply noticing our windows."

The display windows merit a special word along with the rest of this attractive store. Finished in hardwood, and unrelieved by any kind of elaboration the merchandise is displayed simply upon the usual stands, enhanced merely by soft drapes of rich velvet in subdued shades. Twice a week the entire display is completely altered and different drapes are put in, this being the sole form of publicity employed by Oliver Legault.

Theatrical Atmosphere

The store itself is located just beside the popular Imperial Theatre, which is thronged from noon day to midnight with pleasure seekers. What more natural than that the sight of a huge and brilliantly lighted electric sign, in which no fewer than 225 lights beckon the eyes should cause them to linger going and coming from the movies, to take in what is newest and most exclusive in headwear, ties, shirts, spats, etc. People who have been closely oberving what Douglas Fairbanks or Wallace Reid are wearing in their latest pictures, are likely to appreciate the sight of exact reproductions of similar apparel obtainable right in Montreal. The movies undoubtedly exert a powerful appeal on the average man to look his best, and few people are averse to paying a good price for any sort of apparel, provided the style is right and up to the minute.

LONDON, England, is seeing some very bright colors in hosiery. One of the latest styles to find its way to the market is canary with black clock at the side. Another shade is a beautiful tint of cerise.

THERE ARE 582 fur farms in Canada of which more than half are in Prince Edward Island. The total value of fur bearing animals from these farms in the year 1920 was $4,632,605. Silver fox pelts alone were worth $4,446,11 or $331 each.

New Brunswick Association at Fredericton

The seventh annual convention of the New Brunswick Provincial Board of R. M. A. was held in the city of Fredericton on September 28th. The work of the Board during the year was set forth in the report of the provincial secretary, Miss F. P. Alward. In this report Miss Alward referred to the part which the provincial board has played in the abolition of the Luxury Tax, the adoption of the present turnover tax, and the decision of the courts with regard to the application of a manufacturer's tax.

Insurance Department

"Another thing we have accomplished," said Miss Alward in her report, "during the year which will, and has already to a great extent, been a great help to our New Brunswick organization, as well as of every other province in the Dominion. Last September at the provincial convention at St. Stephen the members agreed to establish an Insurance Department for our province and in pursuance of this, an agreement was signed by the provincial president and the secretary with the North Western Mutual Fire Association under the name of the Retail Merchants' Uunderwriters' Association. From September till March the insurance work which amounted to very little was carried on by the Provincial office. In March, the head office which was in Hamilton, Ontario, sent us a manager who made his headquarters with his stenographer and office equipment at the provincial office at Germain street. This arrangement did not work satisfactorily and our work was seriously interferred with for a time. In July 1, other arrangements were made and a new manager sent us. Since that time our work with the Insurance company has made great progress and we are sure that by January 1922 when the first dividend will be paid to one of our members, the Insurance department will be of great value to our work."

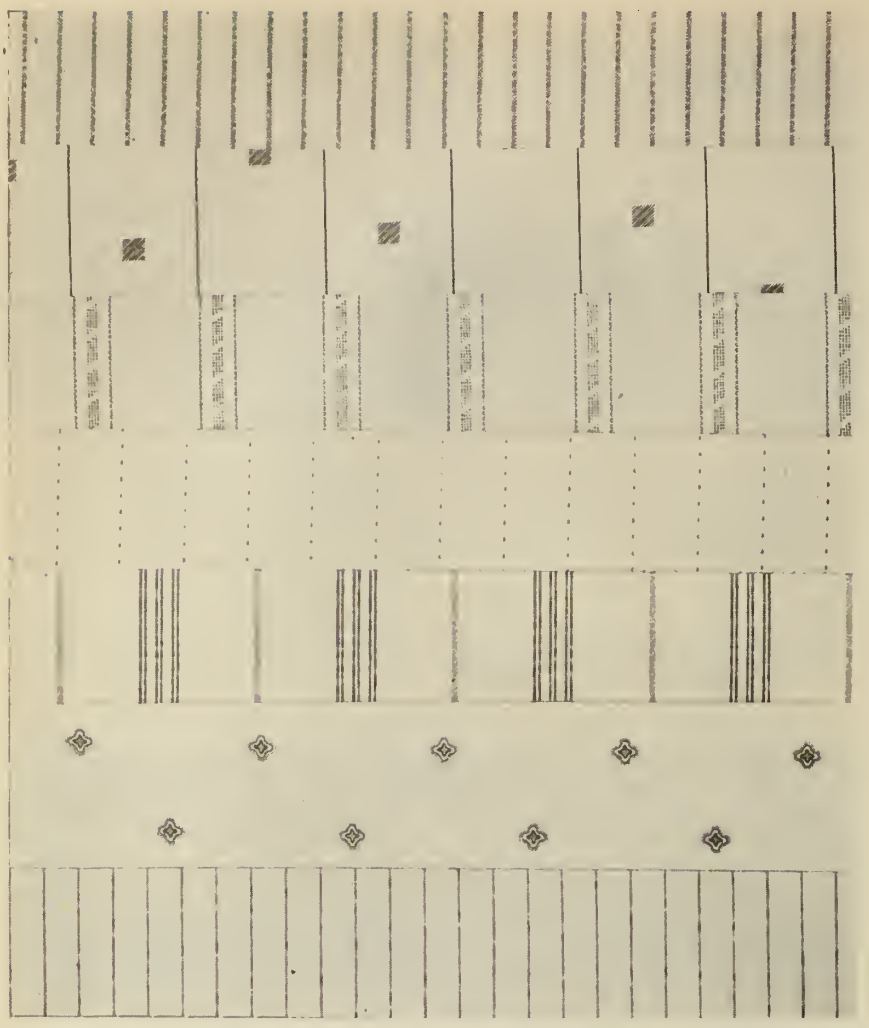
Other Work Accomplished

Miss Alward also stated that, during the year there had been 10,986 letters sent from the provincial office, and that the office had assisted the members of the Association to collect $1,502,89 which was considerably under the amount collected last year. One reason for this decrease was the unemployment that was rife throughout the province. During the year the provincial office had received 748 calls from merchants outside the city of St. John, showing the interest taken by the merchants in the work of the Association and the reliance they had placed in it for help. The membership now stands at 735, an increase of fifty during the year.

During the convention, addresses were given by Vice-president F. W. Daniel of St. John and F. A. Dykeman, president of the St. John branch of the provincial association.

A corner of the splendid new display window in the Henry Morgan and Co. store of Montreal, showing their fall opening display of men's clothing and furnishings. Period furniture and a profusion of autumn foliage in glowing colors were the effective accessories employed.

One of the windows of Olivier Legault's Men's Store on Bleury Street, Montreal, featuring a neat display of fall clothing and accessories for the well-dressed man. This display was arranged in honor of the fall opening, following the opening of a clothing department in the store.



A collection of new designs in zephyr shirtings for spring, 1922, included in the showing by Tooke Brothers of Montreal. A feature of the patterns is the introduction of the small "object" design, which comes in different sizes and colors upon fine corded grounds. Stripes are decidedly less conspicuous and colorings are subdued.

Interior of the store of Oliver Legault, Bleury St., Montreal, showing the extensive additions made in connection with the inauguration of a clothing department. The woodwork and furniture are carried out in solid oak and the color scheme throughout is of a harmonious tan shade. The clothing section is managed by Arch Moir, well known to the Montreal trade.

RIGOROUS PROSECUTION

(Continued from page 61)

ficer will then take complete charge of the case and will take such steps as are necessary to prove that the advertising, in the first place, is fraudulent; and, in the second place, to get the case before the courts.

May Change Prosecuting Officer

There may be cases where the prosecuting officer or the magistrate might prefer not to act in the case; in such cases, provision is made for the selection of other officers. It is hoped, in this way, to overcome any local difficulty in the strict enforcement of the law.

Will Appoint Officer

The whole matter of fraudulent advertising has been brought to the attention of the Prime Minister, Hon. Arthur Meighen, and is receiving his favorable consideration. It is the intention of the government to appoint a special officer whose sole duty it will be to scan the advertising field and take all steps necessary to bring into the courts of Canada all people who resort to fraudulent advertising.

J. & J. Taylor's Safes

One J. & J. Taylor Safe, inside dimensions 15 inches deep, 2 feet 6 inches wide, three feet 11 1-2 inches high and fitted with a built in compartment. **Price $250.00.**

One J. & J. Taylor safe 18 inches deep, two feet 9 inches wide, four feet 5 inches high, fitted with a steel compartment. Both safes are in good condition and can be bought at a price that will save considerable money to the purchaser. **Price $200.00.**

Write, wire or call.

MACLEAN PUBLISHING CO., Limited

143 University Avenue, Toronto, Ontario

TWO COURSES

Advertising and Show Card Writing

should interest many young men in men's wear business. Write the Shaw Correspondence School, 393 Yonge St., Toronto, for particulars.

SPERO POCKETINGS

TWO OF A KIND Both Reliable

Richard Haworth and Company Limited, England

GARTERS

Garters of the Satisfaction-Giving kind.

No. G.P. 22.
Regd. No 205436

"Sphere" Garters.

Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the ——— trade. ———

WHOLESALE ONLY:

Sphere

Regd. No. 205436.

"SPHERE" SPECIALITIES are noted for their QUALITY AND VALUE.

"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

SUSPENDERS

Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

FAIRE BROS. & Co., Ltd., LEICESTER, ENGLAND.

LONDON: 19 Fore Street, E.C. 2.
SOUTH AFRICA: Davies, Gnodde & Smith, 1 Strand Street, Port Elizabeth.
MELBOURNE: Alfred F. Smith, 2 Fink's Buildings, Elizabeth Street, Melbourne.
SYDNEY: Alfred F. Smith, 39 Queen Victoria Buildings George Street.
CHRISTCHURCH: Robert Malcolm, Ltd., 79 Lichfield Street Also Auckland, Wellington, Dunedin.
BOMBAY: F. A. Filmer & Co., Gaiety Buildings, Hornby Road.

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

Deacon Shirts

For

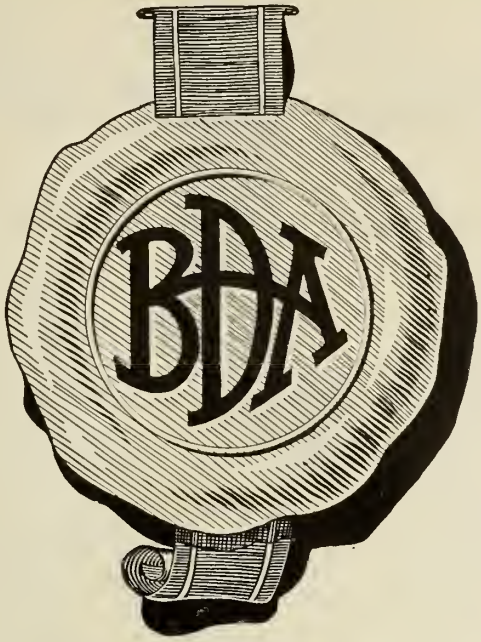
Spring 1922

Are now being shown by our travellers. Our new line will consist of suitable fabrics for starched shirts, or collar attached shirts. The workmanship is of the best, and of the same high standard that has made "Deacon" Shirts known everywhere as second to none.

We can furnish a shirt for almost every need of the Man or Boy.

The Deacon Shirt Co.
Belleville Ontario

The Hallmark of Excellence in the Textile World



This Mark on Fabrics is a Guarantee of the Utmost in Dyeing and Finishing

COTTON LININGS
that equal silk

BDA **"MARQUISE"** is a finish for Cotton Venetians that makes these sturdy linings equal the finest silk linings in appearance and durability, and are not affected by pressing or ironing. An exceptional lining for men's wear.

BDA **"SUNBRITE MARQUISE DE LUXE"** finish gives to cotton Venetians a lustre and depth of shade, second only to silk.

WRITE FOR SAMPLES TO

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BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C2

BDA
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Sox that give more than Value in wear

Imitated for Years But Never Equalled

Sort up your stocks and order NOW for FALL and WINTER. HANSON'S ALL WOOL SOCKS manufactured to secure a lasting reputation for us will prove the line that you can honestly recommend.

TRADE Hanson MARK

Of such quality and perfect knitting that they stand the wash and wear. If you are not one of our valued customers send a trial order, and note the customers you will get through recommendation.

GEORGE E. HANSON

Established HULL, P. Q. 1878

The Two-clip Batwing Bow

For soft and starched collars. Directions — Press upper spring and attach to left side of collar, then press lower spring and attach to right side of collar.

Ask your jobber or manufacturer for it or order direct.

Note — Clips are Gold Plated, easy to adjust and are indestructible. Price. $4.10 net.

THE TWO CLIP TIE CO.

1188 QUEEN ST. WEST, TORONTO

Dress Your Window With

Delfosse's Fixtures and Forms

No. 2014 A
Newest Men's Coat Form.

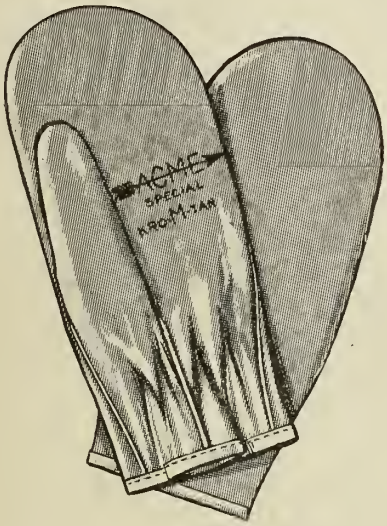
Catch the eye of the Shopper, make it hard for folks to get past your store without seeing your windows. Make those windows worth talking about.

We are seeking always a wider field of usefulness, we like to open a new account with new customer. Let us prove to you, that by co-operation and service with a view to the increased success of your displays, we are entitled to place your firm solidly on our customer list.

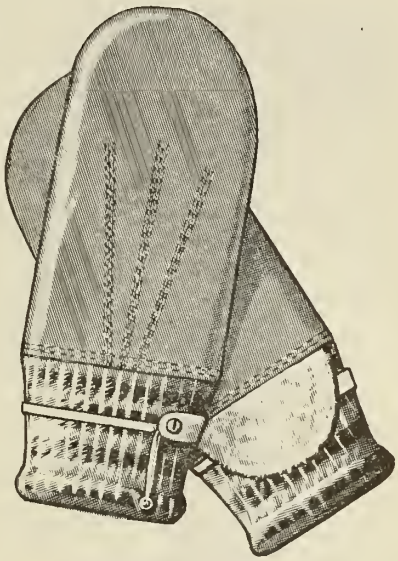
Let us get acquainted now.
Write for Catalogue.

DELFOSSE & CO.,
247-249 Craig St. West
MONTREAL

ACME
TRADE MARK



417---Cream Horsehide Pullover Mitt, full-welted, elastic wrist



2234---Smoked Tanga Goat Lamb-lined Mitt, welted throughout, decoration on back, fancy knitted wool cuff, with tape fastener and protector on cuff . . . . . .

WE suggest these two numbers as especially deserving your attention immediately, if your stock in them is low.

They are winners!

Sorting orders for
FINE GLOVES
Also filled promptly

Acme Glove Works Limited
MONTREAL

ACME A MAKE

Artcraft Embroidered Cravats

This specially embroidered tie in good assortment of colors

$8.50 per dozen

New Goods, New Patterns. Both stripes and floral designs from

$7.50 to $13.50 per dozen

Do not buy a dollar's worth of neckwear for Spring until you have seen our samples. The goods and prices will surprise you.

The

Artcraft Cravat Co.

Manufacturers of High Grade Neckwear

124 Richmond St. W. Toronto, Ont.

INDEX TO ADVERTISERS

Acme Glove Works, Limited	71
Artcraft Cravat Company	72
Atlantic Underwear, Limited	30
Bradford Dyers' Association, Ltd.	69
Box 235	72
Cluett Peabody & Company of Canada, Limited .. Front cover and	8-29
Cook Bros. & Allen, Ltd.	2
Coppley Noyes & Randall, Ltd.	4-5
Crown Tailoring Company, Ltd.	33
Dale Wax Figure Company, Ltd.	30
Deacon Shirt Company	68
Delfosse & Company	70
Dods Knitting Company, Ltd.	16
Faire Bros. & Company, Ltd.	68
Freedman & Company, The ..... Inside front cover and page	1
Gardner, B & Co.	12-13
Goodall Worsted Company	10
Hanson Geo. E.	70
Haworth & Co. Ltd.	67
Hickok Mfg. Co., Ltd.	3
Hudson-Parker Limited	34
Jones Bros & Company, Ltd.	31
Lang Shirt Company Ltd.	25
Leishman, Wm. H. & Co. Ltd.	21
Mercury Mills Limited	14-15
National Suspender Co., Ltd	28
National Cash Register Co., Ltd.	26
Northland Knitting Co. Ltd.	32
Oxford Clothing Company, Ltd.	32
Parsons & Parsons Canadian, Ltd.	34
Peck, John W. Co., Ltd.	6-7
Penmans, Limited	24
Randall & Johnston, Limited	9
Raven, Wm. & Co.	68
Semi-Ready Limited	35
Shaw Correspondence Schools	66
Society Brand Clothes	36
Stifel, J. L. & Sons	28
Tooke Bros. Limited ..... Back Cover and Inside Back Cover	
Turnbull, C. & Company, Ltd	22
Tutt Clothing Company	23
Two-Clip Tie Co.	70
Taylor's Safe J. & J.	66
Van Allen Co. Ltd.	18-19
Vineberg, Samit & Co. Ltd.	30
Walter Williams & Co. Ltd.	30
Wolthausen Hat Corp. Ltd.	27

AGENCY WANTED FOR BRITISH COLUMBIA

PREFERABLY IN CLOTHING OR FOODSTUFFS LINES. GOOD connection with retail trade throughout British Columbia. Best of references. Advertiser at present in Eastern Canada and will make appointments. Address, Box 235, care "Industrial Canada," 1301 Bank of Hamilton Building, Toronto.

Spring Announcement
"Look for Tooke"

Our travellers are now in your territory. With them are samples of what's what for Spring.

Authenticity—that's what they bring you, for were not ours the only Buyers to visit England this year?

—And they struck the market right; the genuine old English merchandise they show proves it!

Peach Bleach Zephyrs, English Wool Taffetas, English Woven Silks— Pure Fast Indantrine Colors

—Ah! what a line; how replete!!

And Listen!

We have secured the control of the celebrated and world-wide known

Potter's Prints

a household name for Shirting Cloths and Children's Clothes with England's retail shops and shoppers for more than 100 years.

TOOKE BROS. LIMITED
Shirts, Collars and Neckwear
MONTREAL
Toronto - Winnipeg - Vancouver

MADE FOR MAN
ON THE FASHION PLAN
—TOOKE SHIRTS

SELL TOOKE
COLLARS AND
COLLAR THE
DOLLARS

COLLEGE
Has Proven Itself

No better proof of the statement than the orders we hold.

No better proof of its popularity than the sales it promotes.

College is *the* Fall Collar.

Ready Now

Priced $1.90 the Dozen

TOOKE BROS. LIMITED
Shirts, Collars and Neckwear
MONTREAL
Toronto :: Winnipeg :: Vancouver

MEN'S WEAR REVIEW

Vol. XI. No. 11 | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA | November, 1921

WHIP *The New Fall*

ARROW FORM-FIT COLLAR

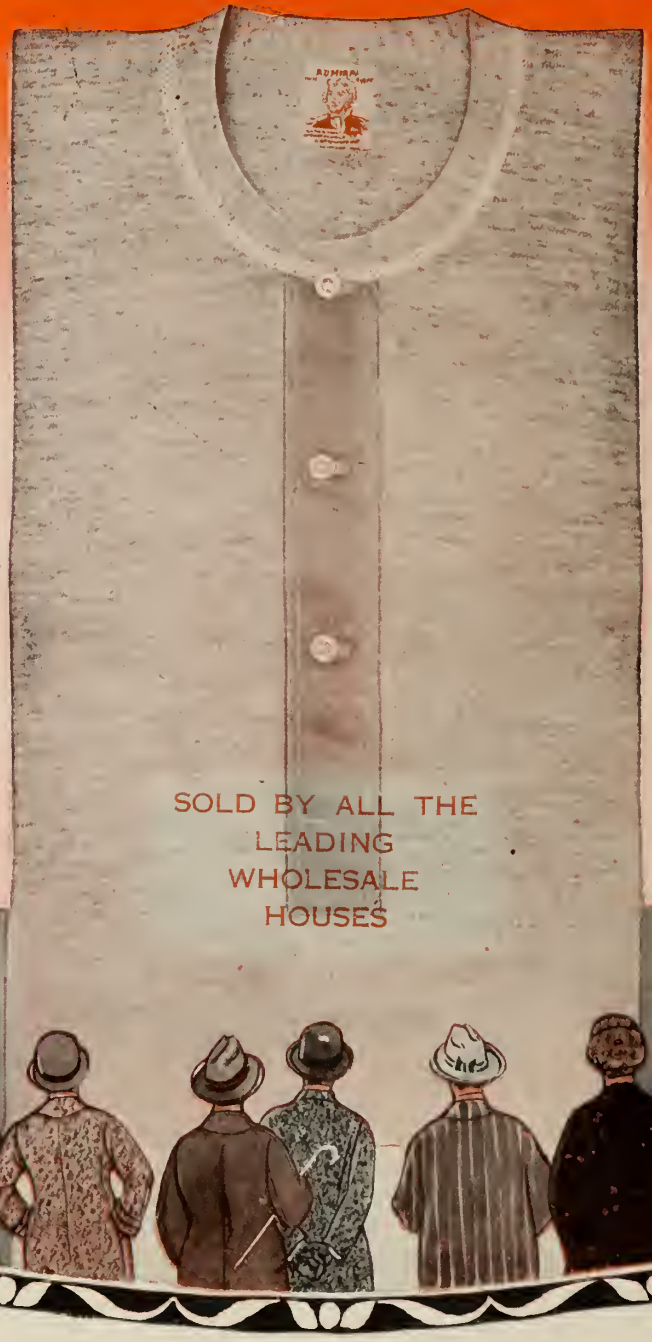
CLUETT, PEABODY & CO. OF CANADA, LIMITED.

D

ADMIRAL

COSY COMFORT UNDERWEAR

THE HEIGHT OF SATISFACTION



MADE IN CANADA

GUARANTEED UNSHRINKABLE

SOLD BY ALL THE LEADING WHOLESALE HOUSES

CLOTHING

Future sales of clothing depend mostly upon the satisfaction a man derives from his suit in the months *after* he has been fitted. Peck's Clothing lives up to the expectations of the purchaser and the recommendations of the merchant. It creates repeat customers. Salesmen are now showing spring samples.

JOHN W. PECK & COMPANY
Limited

MONTREAL
WINNIPEG
VANCOUVER

For Instant Delivery Men's Better Grade Cravats

Anticipating a hurried demand for men's ties owing to recent light buying by the majority of haberdashers, we have ready for immediate delivery neckwear from our newest patterns in the latest shapes at the following prices:

$7.50 the dozen, same quality sold last year at $15.00.

$10.50 the dozen, same quality sold last year at 18.00.

$15.00 the dozen, same quality sold last year at $24.00.

ALL NEW PATTERNS

DELIVERY BY RETURN EXPRESS

If you sell fine goods at fair prices, men will come to you sooner or later, and those who come later will wish it had been sooner.

A. T. Reid Co., Limited
TORONTO

Makers of Neckwear of the Better Sort

Niagara Christmas Novelties

We are showing an interesting new range just received for Christmas—immediate selling:

$ 7.50
$ 9.00
$12.00

Per Dozen.

Any line boxed individually for 75c. per dozen extra.

NIAGARA NECKWEAR CO., LIMITED
NIAGARA FALLS, CANADA

FACE THE FACTS

New business methods are required to meet new business conditions

Old methods invite failure

This merchant is trying to meet present-day conditions with an out-of-date store system.

(1) He can't get the records he needs.

(2) He guesses about the amount of outstanding accounts.

(3) His customers get slow service.

(4) He gives no receipt to his customers.

(5) There is no incentive for his clerks to do better work.

(6) He hasn't been able to reduce expenses.

He complains about conditions.
He is discouraged. He fears failure.

WE MAKE CASH REGISTERS FOR EVERY LINE OF BUSINESS. NOW PRICED AS LOW AS $100 IN CANADA

NATIONAL

CASH REGISTER COMPANY - TORONTO ONT.

FACE THE FACTS

New model National Cash Registers help merchants meet new conditions

New methods insure success

This merchant has installed a new model National Cash Register especially designed to help merchants meet new conditions.

(1) It gives facts necessary for managing his business.
(2) It provides an easy way to keep tax records.
(3) It gives quick, accurate service to customers.
(4) It prints a receipt for each customer.
(5) It helps clerks sell more goods.
(6) It reduces overhead.

He has made conditions in his store right.
He is meeting present-day conditions successfully.

A National Cash Register is the only machine that issues a receipt, indicates, adds, prints, classifies, and distributes records *at the time of the sale,* all in one operation. No figure work. No delays. No mistakes. Just read the totals.

WE MAKE CASH REGISTERS FOR EVERY LINE OF BUSINESS. NOW PRICED AS LOW AS $100 IN CANADA

NATIONAL

CASH REGISTER COMPANY - TORONTO ONT.

Will you answer these five questions?

1 IS THERE any reason why the people of your town or city should not have a shopping place which is as attractive or well equipped for service as other towns or cities in your community can boast of?

2 HAS YOUR town or city such a store or stores and if so, is yours among those which "really count?"

3 WHAT IS the probable view of the average customer regarding the store whose owner has permitted it to "go out-of-date" and otherwise slip?

4 WHY DO merchants who have modernized their stores recently, write so enthusiastically, claiming increases in volume varying anywhere from twenty to fifty per cent?

5 WHAT WILL be the outcome of the store which fails to progress while others all about are taking away its business by means of newer and better methods?

Now read the opposite page →

A store that customers, merchant and city can be proud of

A corner of a New-Way store, every article in the store displayed under glass, convenient to clerk or customer, space saving, time saving, and profit making, made possible by the New-Way system of units, adapted for a single department or a complete store. Consult with

JONES BROS. & CO.

29-31 Adelaide St. West

TORONTO, ONT.

NOVELTY of design, combined with unusual harmonies of color, has placed Penmans Sweater Coats high in the estimation of men and women who love outdoor life.

Penmans have realized that this popularity can only be retained by backing up style and color with quality; and have accordingly knit comfort and durability into every garment.

You will find it a pleasure to show these coats. Your Trade understands the value of Penmans label.

Penmans Sweater Coats

"THE STANDARD OF EXCELLENCE"

Penmans Limited, Paris. *Also Makers of Underwear and Hosiery.*

11T

About the biggest thing of interest to merchants to-day is

Value

Our Spring line will convince you that our main thought is quality at moderate prices.

The exceptional degree of refined Style, Masterly tailoring, rich fabrics and pattern exclusiveness at popular prices make this line one of vital importance to close buyers.

We have ready for immediate delivery snappy Overcoats and Suits, including every worthwhile style of the hour.

Inspect our range of Made-to-Measure Samples

C N & R

Clothes

Spring Fashions for 1922

Coppley, Noyes & Randall
Limited
Hamilton, Ontario

12 to 19

THE old saying is "what goes up must come down." This appears to be true of prices, although the descent of prices will be governed by the height of the ascent. Prices that climbed to dizzy heights are experiencing a big drop. Other prices that advanced moderately cannot drop as fast or as far as the high-fliers.

It naturally follows, then, that the price of *KantKracK Collars* cannot come down very far, because they did not go up very far.

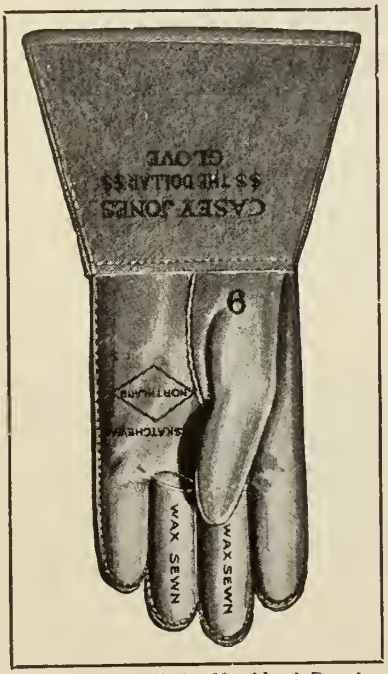
In the meantime, we advise our dealers to carry well-assorted stocks of *KantKracK Collars,* which can be delivered quickly from our distributing branches, located from coast to coast.

Parsons and Parsons Canadian Limited

Est. in U. S. A., 1879 HAMILTON, CANADA Est. in Canada, 1907

PICKED BY OUR SPORTSMEN

IN EVERY SHOW OF ATHLETIC OUTFIT



Manufacturers of the Northland Brand Gloves, Mitts, Sweaters and Moccasins

At the first off-go, they took the eye and every new season's wear has but added fresh laurels to the reputation of the Knit-on-neck Athletic Sweaters.

Known as the NORTHLAND BRAND

These goods are made of highest quality yarns with the special feature that the neck is not sewn on to the body with cotton thread but is woven into the garment with its own woollen yarn. The effect of this needs no demonstrating. There can be no irritating breaks under the sudden strain and impatience of the play-gound.

A splendid variety in standard colors and color combinations are kept for immediate delivery, but we specially invite orders for **particular club** and **school colors** and designs. Shipment of these can be made in the shortest time it is possible for any factory to make them. Some of our standard stock ideas are: Boys' Pure Worsted, sizes 30-34. No. 109, Maroon and Lemon; Purple and Gold; Royal and Cardinal; Boys' Heavy Rib Cotton Back, sizes 28-34. No. 111 in Navy and Gold; Royal and Maize, etc.

OUR GREAT GLOVE LINE

is represented by the matchless "Casey Jones Dollar Glove" and its fellow—with-a-little-flourish—the "Knock-Out" $2.00 variety. These splendid working gloves are now well-known and highly prized all over Canada wherever they have been tried out. To have them once is to sell them continuously. Made of high quality, perfectly cured leather, they are manufactured by experts at the job, every pair with wax-sewn seams. You cannot touch them for comfort and pliancy in working, and in wearing quality they represent the very best value in any glove market.

A sample line of any of these goods sent by mail on the day it is received.

Northland Knitting Co. Ltd., WINNIPEG MANITOBA

Your Business Depends on the Year-in-and-year-out Trade your Store Commands

Leishman Made-to-Measure Clothes

are fine Clothes—everybody admits that. They turn a new customer into a permanent one.

LEISHMAN special-orders are individually tailored.

They are singly cut with shears.

They are hand sewn like custom-made clothes—with this difference:

Each worker performs but one operation and performs it perfectly.

Individuality seldom equalled by the best custom tailors is the result achieved.

Get set properly for Spring. Write for the Leishman Special Order Samples.

Wm. H. Leishman & Co., Limited
192 Spadina Ave., TORONTO, ONT.
Makers of the Best Tailored Garments for Men

WB Barriecloth
WEARS BEST
REG'D
THE ROBE & CLOTHING CO. LIMITED
KITCHENER, ONT.

BARRIECLOTH ULSTERS

Weather is the best guide for buying and BARRIECLOTH ULSTERS are the best winter coats on the market. The Ulster illustrated is made of BARRIECLOTH, a fabric of our own manufacture, which means warmth and comfort to every customer. It embraces the highest quality of tailoring plus style and distinction yet moderately priced.
This pleasing cloth is made in Heather Blue, Green and Grey shades.
As it may not be possible for one of our travellers to call on you, we will be pleased to mail samples of BARRIECLOTH and full particulars on request.

The Robe & Clothing Co., Ltd.
Kitchener - Ontario

For all merchandise requiring threads

Fountain Brand

is absolutely the BEST. It will gain for you the reputation for RELIABLE goods.

May we send you quotations and samples?

Sole Agents for Canada—

Walter Williams & Co., Ltd.
MONTREAL 508 Read Building
TORONTO 20 Wellington St. W.
QUEBEC 533 St. Valier St.
VANCOUVER, 217 Crown Building

LION BRAND BOYS' CLOTHING

Sturdy Suits
For
Sturdy Boys

Feature "Lion" Brand and you will get the trade.

You Can Beat Price Competition by Quality Goods

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO
Factories at
Clinton, Goderich, Exeter and Hensall

We Have

That Overcoat Your Customer Needs

Staple and Nobby Models

That Suit He Needs

Good to Look at and Good to Wear

For distinctive high grade novelties for Young Men, we have an enviable reputation which is strengthened by each season's offering.

Correct Tailoring in accord with our usual high standard.

Low prices that answer the present day demand.

IMMEDIATE DELIVERIES

guaranteed. A large range of staples ready for your selection: Blues, Greys, Browns, etc., in Serges and Worsteds. Our travellers are out on the road to you, should they be delayed, order direct.

All your enquiries promptly answered.

THE PUNCHARD-BIRRELL CO.

549 King Street West
TORONTO

ATLANTIC

UNSHRINKABLE

The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto

Selling Agents for
Quebec, Ontario and Western Provinces

35

Deacon Shirts

For

Spring 1922

Are now being shown by our travellers. Our new line will consist of suitable fabrics for starched shirts, or collar attached shirts. The workmanship is of the best, and of the same high standard that has made "Deacon" Shirts known everywhere as second to none.

We can furnish a shirt for almost every need of the Man or Boy.

The Deacon Shirt Co.
Belleville Ontario

SALESMANAGER WANTED

A Man of Real Sales and Executive Ability Who Seeks A Larger Field

An old established Montreal Clothing House (English) doing a large business throughout Canada, requires the services of a high grade man of experience and ability to devote his time to the promotion of business in the larger centres. An exceptional opportunity to make a permanent profitable connection for one possessing the necessary qualifications. Address in first instance Mr. Gallagher, Desbarats Advertising Agency, Limited, 161 Beaver Hall Hill, Montreal. All communications held in strictest confidence.

Safety!

The careful opinions—backed by solid facts—the accurate news and the weekly market reports that appear in The Financial Post are your sure guides to *the knowledge that means safety to your investments.*

The Financial Post

143-153 University Ave., Toronto

OXFORD

Overcoats

Immediate Delivery from Stock

The real Winter has arrived and the rush for Overcoats begun in earnest. This is a fine opportunity for you to secure—**OVERCOATS—ALL STYLES —PRICES THAT ARE RIGHT.**

SEND YOUR ORDER NOW

HIGH-GRADE GARMENTS FOR MEN AND YOUNG MEN.
See our range of Serges, Worsteds, Grey, Brown, and Blue.
Made to individual measure or from stock.

This line will enable you to make some splendid offers, and will draw a lot of Winter Trade to your store

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., TORONTO

A Year's Guaranteed
Wear back of each pair of Nu-Ways

Nu-Way Strech Suspenders, Garters and Hose Supporters have stood the test for a number of years. Merchants find they are the fastest sellers and the wearers who once use them will have no others.

Prices range as follows:

Heavy Police Brace, Brass Trims		**$8.50 Doz.**
Nu-Way Regular	**,, ,,**	**$8.00 Doz.**
Nu-Way Garter		**$6.00 Doz.**
Nu-Way Regular Nickel	**,,**	**$6.50 Doz.**
Not Guaranteed		

We have now in stock a special range of new patterns and designs for our Christmas trade. Individually boxed at $10.50 per dozen.

Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

ST. THOMAS, ONT.

Make sure that *you get* the *Genuine* in order that you may *give your Customers* the *Genuine*

It is well to remind Merchants and Manufacturers that "Cravenette" Regd. is a process—not a fabric.

Any cloth which has been made shower-proof by the "Cravenette" Regd. process is a "Cravenette" Regd. cloth.

Any coat made of cloth shower-proofed by the "Cravenette" Regd. process is a "Cravenette" Regd. coat.

All genuine "Cravenette" Regd. goods bear this mark—either on every yard or inside the garment. When you order "Cravenette" Regd. Cloth or Coats, see that they carry the "Cravenette" Regd. trademark.

REG.D TRADE MARK
"Cravenette"
PROOFED BY
THE Cravenette Co. L.TD

THE
BRADFORD DYERS' ASSOCIATION, LTD
BRADFORD
MANCHESTER
6 OXFORD ST
ST PETERS SQ.
LONDON
128 & 129
CHEAPSIDE. E.C.2.
BDA
(COPYRIGHT)

FASHION-CRAFT
QUALITY CLOTHES

For Spring, 1922

New Models now ready. Our Travellers will call on you at an early date if you are one of our regular customers, if you are not and wish to handle our line of

Men's High-Grade Clothes

We shall be pleased to sell you if we are not already represented in your district.

FACSIMILE OF LABEL

Fine assortment of Woollens at prices which tell——

Make in all Cases—Uniformly the Best

Fashion-Craft Manufacturers

566 St. Lawrence Bld. - - MONTREAL

Society Brand Clothes

FOR YOUNG MEN AND MEN WHO STAY YOUNG

MERCHANTS throughout Canada will do well to investigate our special Hot Weather range now being shown by our salesmen.

These Hot Weather Clothes have Society Brand Style and Tailoring—at popular prices from $12.00 up with many patterns in Palm Beaches, Mohairs, Tropical Worsteds and Florodors.

Compare the values before buying any other lines and remember—by buying "Made in Canada" Clothes you eliminate duty and exchange.

We also wish to announce a new line of white Summer Trousers—Society Brand tailoring and style.

A Letter addressed to us will bring you full particulars

Society Brand Clothes Limited

MAKERS

Mayor and Ontario Streets - Montreal, Canada

Men's Wear Review

VOL. XI. NOVEMBER, 1921 No. 11

Christmas 1921 will be Season of Sensible Gifts Big Opportunity for the Men's Wear Stores

Campaign For Christmas Trade Should Begin Early—Emphasizing The Sensible Gift For The Christmas Tree—Some Methods Tried Out in Montreal—Small Store Should Emphasize Better Service

A GOOD many retailers of men's furnishings appear to be anticipating the Christmas season this year with more or less misgiving. Business in many centres in Canada has not warranted the usual attitude of hopefulness and even assurance that "all will be well." The majority of retailers who have always argued that people will buy in December anyway whether any extra effort is made or not, are now in somewhat of a quandary and are beginning to ask themselves if some sort of business stimulus would not be a good thing to try out. If this Christmas is destined to reflect the present difficult times, it follows as a matter of course that it will be a "practical gift Christmas" and Friend Santa will distribute such things as wearing apparel and trifles for personal adornment and convenience in far greater proportion than the purely decorative but useless army of gifts.

Some retailers who were interviewed this month regarding their plans for the holiday season reasoned that the tendency this year will be to buy less expensive gifts, and consequently, as prices in general are reflecting a lower tendency, the volume of sales must be speeded up somehow, if this year is to result as satisfactorily as its predecessors.

With this point in view, as well as the fact that early buying of gifts is a great consideration at any time, some suggestions based upon successful ideas tried out by Canadian retailers are not out of place.

A "Canadian-Made" Christmas

First might be considered the question of the kind of merchandise to be carried this year. Every fair-minded person will be inclined to admit that the more Canadian-made products that are sold, the better will be business in general in the final analysis. It seems a logical time to advocate the purchase of neckwear, hose or other clothing made in Canada by Canadian workmen rather than the products of other countries which are necessarily high-priced. According to one Montreal haberdasher, the present time would be an excellent opportunity for Canadian manufacturers to get out some artistic Christmas display cards, not necessarily advertising any individual product but stressing the immediate need for buying Canadian-made goods this Christmas. If such cards were widely distributed to the leading retailers of different lines, the public would naturally respond and the cards would also have the effect of heightening the atmosphere of the season. In any case, the idea could be adapted by any retailer according to his own needs, for the sentiment will certainly attract buyers to whom the purchase of imported merchandise is distasteful.

Advertise Early In December

Next to the kind of goods to feature, the retailer should consider the manner in which he is going to bring them before the attention of the public. As in the regular routine of merchandising, he naturally has recourse to the recognized mediums of window display, newspaper advertising and possibly personal modifications of the usual methods are necessary in order to carry the Christmas campaign though with the maximum of success.

Most retailers begin to feature their Christmas advertising too late, and make the error of running the big spreads at the close of the campaign instead of the other way round This latter method is the best, according to one retailer who has tried both ways, because the buying public is more impressed with a big opening spread right at the beginning of December, full of enticing suggestions, attractive prices and unusual cut features than they are later on, when every other store in town is doing the same thing. Furthermore, the full effect of a big spread featured towards the close of the shopping period prior to December 25th is lost because people are not as keenly interested as they would be at the outset. They are apt to become tired of shopping and to hurry it

Toronto Again Convention City.

At the last meeting of the executive of the Clothing section of the Retail Merchants Association held at Peterborough it was decided that Toronto again should be the Convention city for the 1922 convention. The claims of other towns and cities were considered and there was no disposition on the part of the Toronto men to bring it to this city again. It was felt, however, that this was the most central point and it again fell to the Toronto men to make all arrangements for next year's conferences.

The convention will be held during the month of February and the actual date will be decided at the next meeting of the executive which will be held in Chatham during January.

The matter of clothing manufacturers conducting retail counters in their places of business has advanced a step since the last meeting and fresh assurances have been received from manufacturers that this practice has either been discontinued or is being gradually eliminated.

through with the least expenditure of energy.

Christmas advertising should have unusual features about it, sufficient to differentiate it from ordinary every-day copy. Instead of the usual layouts with perhaps blocks of type set at even intervals, or the conventional cut, try putting your advertisement in the form of a memorandum slip, with names of different members of the family listed, besides which might be written several alternative suggestions in handwriting. This type of copy might be headed by an appeal to the ladies to consult this practical list of gifts when shopping for their men relatives and friends.

An attractive idea was tried out last Christmas by a leading Montreal men's store in its advertising. It featured cuts of the different lines of haberdashery here and there across the space, each little item being holly trimmed. The reading matter was artistically grouped in between each little illustration, and the whole was headed, "We Know What Men Want." The inference was that women might safely entrust their shopping problems to the store and would be welcome at any time.

Women Buy More Than Men

The main idea underlying the advertising of the more successful stores is the fact that they do not confine their efforts to attracting men shoppers, for it is well known that men do not buy many presents for men and what they do buy is generally left until the last three days prior to Christmas. The store that aims to do a better Christmas business this year than last year, has got to begin its advertising and its other publicity work at the beginning of December and to go after all the women's business that it possibly can.

In order to interest this type of custom, it is necessary to display and sell merchandise in a way somewhat different to that in vogue in a regular men's store. Women like to see attractive displays of merchandise, and the more individual and distinctive the gifts, the more easily are they interested. One retailer went so far as to keep gift lines in a separate section to the rest of the stock and arranged the merchandise in attractive boxes, embossed with his monogram inside a holly wreath, upon a counter all by itself. Little cards for writing a personal message were supplied to customers, so that the parcel could be wrapped up by the sales clerk and either mailed, delivered or carried home by the customer in readiness for the recipient.

Even in selling the merchandise at Christmas time, methods have to be somewhat modified. It is well known that women do not like to be hurried in their shopping, and like to "look around" before committing themselves to definite purchases. For this reason therefore, neat displays of gift articles ranged on the counters where they are easily accessible for examination, are always popular with women shoppers.

Change Windows Frequently

If there is some attempt at Christmas decoration in the store, all the better, but there is no need for over elaboration. Better have the window displays well done, with plenty of holly and other seasonable schemes artistically carried out, than over-do the idea in the store. People are attracted to a store which radiates the Christmas spirit, especially if the displays are constantly changed. During the few weeks prior to December 25th, people are bent on finding the right thing for some particular person, and the more opportunities they have for seeing different lines of goods, the better will be business in gift lines.

Circulars Bring Business

A successful idea tried out by several retailers last year was the mailing of an attractive illustrated circular to a selected list of prospective customers. Prices were quoted and an offer was made to deliver any goods bought at the store, either to the recipient or to the customer's house.

Most retailers agree that it will be an advantageous plan this year to encourage the purchase of groups of merchandise instead of single purchases. Special price inducements should be offered, such as three for fifteen cents less than the aggregate amount of the three separate items, or three shirts for $10 instead of $3.50 apiece. With prices lower than in past seasons, the inducement to purchase these extra quantities will not prove to be a difficult matter to promote.

Where the Small Store Profits

In larger centres where the department stores put forth such tempting displays of seasonable goods, it seems a difficult problem to attract trade to the men's store for the purpose of gift buying. Yet, department stores are always crowded and service is not all that it could be, particularly in the afternoons, and therefore the small store is possessed of an ideal opportunity to emphasize the fact that unhurried attention and expert salesmanship await both men and women customers in the men's wear store.

Encourage people to buy their gifts early and be ready to follow up your advertising propaganda with an attractive stock of goods. The merchant who fails to take due advantage of the holiday season will miss a valuable opportunity this year. He will miss a splendid chance to win the good will of a number of women customers and of educating his patrons with the idea that useful articles are after all, the most appreciated of gifts. The whole idea underlying the so-called "spirit" of Christmas lies in serving someone well so that the act will be appreciated and remembered.

The main window of the R. J. Tooke Stores of Montreal was appropriately given over to a Thanksgiving display just prior to the national holiday in commemoration of this bountiful festive season of the year. Staple grains of Canada —wheat, barley, flax, etc.—were shown, intermingled with samples of new Fall styles and colors in men's attire.

"It is Entirely Up To the Small Town Merchant If He is Going to Retain Local Trade"

Wiseman's, of Smiths Falls, Say There is Nothing to Fear From Outside Competition If Merchant Will Go After Business in the Right Way—Applying the Golden Rule

SEVENTEEN years of salesmanship in men's and boys' clothing has convinced the firm of Wiseman's of Smiths Falls, Ontario, that there is nothing to fear from mail order competition provided a store presents a neat, attractive appearance and prices its merchandise at levels equivalent to the values offered by the catalogue. "It's entirely up to the small town merchant if he is going to retain local trade," explained Mr. Wiseman to Men's Wear Review. "I maintain that it is quite possible for a retailer to win back trade which has been going out of town through the post office, if he will first of all endeavor to offer merchandise at prices as low as the catalogue and second, if he will create an atmosphere in his store as pleasant and well cared for as the most exacting customer has a right to expect. I think the trouble with most stores in small towns has been that they feature prices decidedly higher than are warranted, and furthermore, their counters, floors and windows are untidy, littered with shop worn merchandise or to appear to be neglected for months at a time. Customers are not to be blamed if they prefer to shop by mail. They get service that way, if nothing else."

Two Important Points

Mr. Wiseman's theories are amply borne out by his own business. From the standpoint of equipment and display of merchandise as well as from the equally important viewpoint of prices, the Wiseman store speaks eloquently of the success which has come through careful attention to both aspects of business. The interior, which is spacious and well lighted, is newly finished in polished oak with white paint everywhere possible. At the end just above the front door, a striking effect is made with stained glass in combination with pebbled glass, permitting the entry of plenty of light, yet softening the glare of too much sunshine. In addition to several silent salesmen of plate glass, there are plenty of display tables, on which both regular merchandise and units of new goods are effectively arranged. Even the radiators are utilized in an original way to save space and present a more attractive appearance than they would ordinarily. A table with latticed supports instead of legs has been specially made to be placed upon the radiators, on which parcels can be wrapped or odd lines of goods placed on view. The lattice work permits the heat to pass through freely, while it also disguises the real nature of the apparatus beneath. A small wrapping counter complete with a paper roll, adhesive fasteners, scissors, etc., is also installed, close beside the cash register, so that purchases may be quickly and promptly wrapped up by each sales clerk.

The windows of the store likewise reflect the same care in arrangement and are decidedly well carried out. Having a hardwood background saves the display man the trouble of arranging special ones, since the quality and color of the natural wood provides a setting entirely in keeping with good merchandise of the more harmonious colorings and patterns.

Simplicity in Store Service

When it comes to service in the Wiseman store, the idea of simplicity also prevails. For instance, Mr. Wiseman explained that he did not approve of the idea of featuring odd cents in the price of any commodity if it could be avoided. He prefers to mark goods at even figures in order to facilitate making change. On a busy day he figures that a good deal of time is lost if a clerk has to stop to figure out the change from a $5. bill if a shirt costs $2.19 or $3.33 or any other of the odd-figure prices which seem to be so prevalent at present. The price is clearly marked on all goods wherever posible so that no time need be lost in unnecessary questions on the part of the customers.

Applying the Golden Rule

"If goods are plainly marked and kept in their proper places, a child could do the serving in a store," concluded Mr. Wiseman. "I do not believe that any retailer can expect to keep his volume of business up if he does not follow these two simple rules. "And to prove that my customers enjoy full confidence in my methods I might say that I frequently have little boys coming in quite alone, to buy clothes for themselves, sent by their mothers who are too busy to come with them. In such cases I just use my own judgment in picking out what I think the mother would select if she were there in person. I have never had anything returned yet, so it seems as though the golden rule were a safe one to apply in cases of the sort."

"All this talk about 'Buy-in-Town-Campaigns' is no use whatever if you do not show your goods effectively and give your customers the very best values you can," remarked Mr. Wiseman. "We find the nicer our store looks, the more people stop to look at our goods, and it is a matter of pride with us to have the store spic and span constantly. We do not believe in sales or other publicity stunts, as we have no time for them. Everything moves in our store and we have no dead stock, for the reason that prices and quality talk louder than anything else."

How The Merchant Can Fight

The conclusion reached by the Wiseman store is worthy of consideration by any business which finds mail order competition gradually forging ahead in the locality. There is no use in ridiculing the catalogue, the time has gone when that method had any effect. Today the retailer must capitalize his opportunity while prices are lower and needs are greater. If he can carry the identical lines which the mail order catalogue illustrates, so much the better, and he can probably sell them slightly cheaper too. But what is better still would be the combined forces of all the retailers in any locality, so that the desired objective may be more easily attained. If the right sort of publicity is employed, and merchandise is bought that can be sold at catalogue prices, and a sympathetic understanding of the problems of the small town customer is sought for at all times, the grave problem of mail order competition will lose most of its terrors.

C. B. Lockhart, who for some considerable time has managed the men's wear store of A. E. Calhirst Co., Kentville, N. S., has recently taken over the business and is now operating it under his own name. New fixtures have been installed and Mr. Lockhart is embarking upon a bigger advertising campaign. Good results are already being shown.

W. S. Rice and Co., Glace Bay, have recently conducted a very successful sale. This is an annual event of the Rice store and while the gross sales have been a little smaller than last year the number of sales is much greater. The total sales up to date are actually ahead of this time last year.

L. Nicholson Ltd., Glace Bay N. S., have recently added a complete line of men's wear to the custom tailoring business that has been carried on in the past. Business has been steadily increasing and they contemplate increasing the premises in the near future.

The Showcard as a Salesman

Effective Showcards Can Be Made With Little Trouble and Are Valuable Assets to the Inside Salesmen — Some Points to Be Remembered In Preparing Showcards—Hints Regarding Them

AN authority on the subject of show-card writing is quoted as saying that the show-card is in the same category as the salesman, it creates in the mind of the possible purchaser the desire to possess and the power of its appeal lies in its own individuality and character.

There are many stores which do not yet realize the value of well-made show-cards and price tickets in their business, arguing that the latter especially tend to cheapen merchandise while the former are too costly to be extensively employed. Scientific analysis of business methods has proved, however, neat artistic show-cards and price tickets will undoubtedly help business and sell larger quantities of goods than would be the case were these simple aids not employed. Furthermore, anyone can learn to make presentable cards with a little practice, so that no extra expense of having them done by professional firms need be considered.

The Equipment

Discussing the method of going about the making of a show-card, with different display men, Men's Wear Review has found that methods vary as widely as do recipes for making biscuits. One man uses a brush for lettering, while another employs nothing but penwork, one contends that show-cards should show lettering only, while another holds a brief for the illustrated style, and so on. The majority of writers favor the use of good brushes for their decorative work, and claim that the better the quality, the easier the work becomes. The best quality brushes are made from red sable and come in a number of sizes, the most useful of which are probably Nos. 6, 8, and 12. Stub pens of different styles for the writing of small letters and for rapid writing, and two or three bottles of show-card paint or ink, together with a fair sized drawing-board and a T-square will complete the beginner's equipment. The two latter items are not absolutely essential but assist the beginner to turn out rapid work.

First Steps

The elementary steps in the making of a show-card are as follows. Pin the card of the desired size and color to the drawing board, and with the aid of the T-square draw a margin all round. Be generous with this margin as the general effect of the finished card will depend a great deal upon this margin. Then rule top and bottom lines for the lettering and with a soft lead pencil lightsketch in the words. Take a small portion of the color out on a piece of cardboard and proceed to charge the brush. The mere dipping of the brush into the color does not charge it, the brush must be thoroughly impregnated and the surplus brushed off. In this way the brush becomes thoroughly charged and the color will flow freely. The next step is the lettering. Choose a plain letter, that is, one which has not too many curves or scrolls. Set about the lettering carefully and deliberately and after a little practice the result will be surprisingly good.

Good "Lay-Out" Essential

The main thing to be particular about, according to all good display card writers, is the layout of the card. By this is meant the margin around the card, the position of the words and the spacing of the lettering. A good lay-out cannot fail to make a pleasing card even if the letters are not accurately drawn.

An illustrated card is considered by many to attract more attention than the plain lettered style and pictures are effectively employed with a little extra trouble by most writers. The pictures must, of course, have something in common with the text and are obtainable from many sources. Care must be used in cutting out pictures from the magazines as careless work will spoil the effect of the card. Often a little retouching will improve the effect, and a faint outlining around the edges will generally enhance the cut-out twofold. The newspapers and trade journals are full of suggestions regarding catchy phrases to use on display cards, and the general color scheme of the window or show case will be the best guide as to the choice of cardboard and paints to select.

Pen Work Effective

For the card writer who has progressed somewhat beyond the elementary stage, pen work may be substituted instead of brushwork and many unusually good effects can be obtained by designing silhouettes and entire sketches inked in with India ink. Another effective idea is to introduce a background of water colors behind a cut-out from a magazine. This lends greater artistic expression than a plain unmounted effect will achieve. Another good point to bear in mind is to finish off each line of lettering as evenly as possible with straight edges without indentation. A solid mass of lettering looks infinitely better than one which is broken up by uneven lines.

One clever display man in an Ontario store uses the publicity cards provided by manufacturers after they have served their orginal purpose, as backs for his own display cards. The former usually have a supporting stand attached which makes the card show to better advantage than if it has to be supported against something else.

Cards do not need to be always oblong or square. Very artistic effects are obtained with ovals as well as by the use of picture frames as an additional setting.

Show-cards should never be so designed as to attract more attention to themselves than to merchandise which they accompany, and likewise, particular attention should be paid to the fact that they must be kept scrupulously clean and new in appearance. If it is desirable to use the same cards again, they must be put away carefully so that the corners are not bent, nor the face soiled by careless handling.

The Value of a Snappy Title

A pertinent tip from a show-card writer of experience is worth remembering. "If you can possibly give any line of merchandise a distinctive name which will enhance its character and lend value to the display, by all means use it. If you can get no good suggestion from the department manager, invent one yourself, and make the name snappy, timely, and apt, so that the man who stops to look at your windows will want to possess that particular article which is so new and different from the average sort of merchandise. It may be only wool hose, but with the nick-name of "Blighty" or some such brief title, the said socks will be invested with an atmosphere suggestive of English imported merchandise.

Simplicity the Safest Guide

The show-card must be brief, pithy and persuasive in its appeal, but the simplest effects are by all odds the most striking. Atmosphere is as essential to the character of a scrap of lettered cardboard as it is in an entire store display. To summarize the opening words again, "the show-card impels the desire to buy and its function is therefore as important as that of any sales person."

In connection with the provincial plowing contest recently held in Oxford County, Grafton & Co. of that city made a very novel window display. The display showed a model of the first gang plow patented and used in Canada and patented in 1867. The window created quite a stir in the city and was favorably commented upon.

An attractive showcard is a valuable accessory to the sales' value of a window. There is nothing quite so repellant to the eye as a bit of cardboard, on which is hastily and crudely scribbled a few figures, placed in front of or on a bit of beautiful merchandise. Yet, there are many merchants who adorn their window merchandise with just such cards as these. A piece of cardboard, not even cut straight, is tacked on the goods in the window and the cost price to the consumer is written on with a red or blue pencil. Such a card has a strong tendency to make the merchandise look as scrappy and dirty as the card itself. It may well prove to be the barrier to many a sale that should be consumated because the merchandise offered is really a worth-while offer.

We show here a very simple little card designed by J.N. Solomon, of David's, Montreal. It is a very good Christmas suggestion and might well constitute the basis for many cards of a similar design to be used throughout an entire store. The uniformity of a well designed card is impressive, and, seen throughout a whole store, would lend itself to the artistic arrangement.

Whether or not this same card is used, the message which it conveys will be a useful message for the merchant to convey to the customer. Christmas ought to be a good Christmas for the men's wear dealer because it will be a Christmas when useful gifts will be selected. There will be a drift away from the things that are purely luxuries; women-folk will want to put their money into presents that are useful and that will give them a good return for their money. It would be well to bear this in mind when making the Christmas showcards.

Gala Event at Forsyths, Ltd.

CONFERENCE ENDS WITH GAY BANQUET

Conference day for salesmen was observed at the plant of the John Forsyth Company, Ltd., Oct. 14th. Salesmen from coast to coast were present.

In the evening variety was added to the conference in the way of a banquet and entertainment held at 7 p.m. A dainty repast was served in the characteristic Forsyth manner. The sales force, staff and executive of the home organization, did ample justice to this annual pep feast of the Forsyth Harvesters.

Songs, speeches and toasts followed the banquet. Mr. Perry of the Toronto Saturday Night and A. E. David, the well known Welsh tenor of Toronto, provided an interesting and humorous program. A dance concluded the event.

Special features of the banquet were the unique menu cards and the place cards for each attendant. The Me-'n'-u, All-in-Carts opened with United Farmer Soup (inhaled). Then there came Very Dry Martinis (sweetly pickled), Squeezed Young Stenographer, the Last of the Squeal, Scalped Murphys, PpPpPp's with Office Paste, Bloody Salad, Shivery Shredded Salesman's Scalp, Hen Fruit vs. Salary, Pied Bald Ones (Dutch cut), Rat Poison, Chilliconcreemi, mixed goo, O. T. A. Stout, weeds, Minto Digestos, Coffin Nails.

The place cards had to be opened by the respective persons before sitting down. In them small humorous souvenirs were enclosed.

David's, Ltd., of 336 St. Catherine street, Montreal, were recently robbed of two suit cases full of clothes.

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THE MAIL ORDER HOUSE AGAIN

In talking with the merchandise manager of one of the most ably conducted stores in Ontario, the opinion was expressed to Men's Wear Review that the mail order houses would soon be issuing monthly bulletins, revising their catalogue prices and mailing them broadcast throughout the country.

Whether or not this is done by mail order houses, the opinion is a useful one in that it points to a condition that the small town merchant should take every advantage of in conducting his business. There have been many fluctuations in prices since the catalogues were mailed to customers of the mail order houses. Many of these prices have tended downwards to such an extent that the small town merchant is in a position to outdistance such prices by long odds. It is a vital mistake for the merchant to cast these catalogues aside as of no moment to him. It is rather vital to his business that he study them and make use of them in his own advertising and display work.

We know of a certain merchant in Ontario who is meeting the competition of the mail order house in a novel and effective way. He actually quotes from these catalogues in his own advertising and shows what better prices he is able to give right at home. That is one of the uses of the mail order catalogue to the merchants throughout the country. Competition is getting keener and keener as the days go on. The battle will go to the strong and the aggressive.

BRIGHT SPOTS

There are many bright spots in the business and industrial outlook. Recently, we paid a visit to one of the most keenly competitive centres in Canada so far as retail business is concerned. It is a large industrial centre as well, and there are many men out of employment; that means that the purchasing power of a large section of the community is at a low ebb. For if men do not work they cannot buy.

In spite of these somewhat depressing factors in business and industry, we could give the names of four or five of the largest stores in this centre that are doing a bigger business than they did last year. To begin with they have, long ago, taken their losses. That was their first step of the new merchandising era. Then, they reorganized their buying policies. We do not mean to say that they stopped buying; they watched it more carefully and put it on a more systematic basis so that profits would not be eaten into by sacrificing good merchandise at a loss. A couple of years ago it didn't make a great difference whether a bad buy was made or not; today it makes all the difference in the world. These stores "go to market" more frequently than they did; they are in the market six days in the week for good merchandise that they can clear out quickly on a small margin of profit. It all helps, and it feeds public clamor to-day for good merchandise at low figures.

These stores have aimed at better service, more intelligent salesmanship, a higher mark of efficiency in store management. They have not cut down their advertising because they believe in advertising—and believing in advertising means that it is something which gets business when business is hard to get, and that it brings direct results to the advertiser.

These bright spots in the business and industrial outlook have behind them greater energy, more aggressiveness and better service—three essentials of bigger business.

A CHANGED POLICY

We have talked with a number of window display men recently who are carrying out in their work a somewhat changed policy with regard to window display. When times were super-prosperous, they say, unit trims, or very artistic trims had an especial appeal in them which harmonized with the somewhat extravagant tendencies of the time. The higher the price of the merchandise, the better chance it had of being sold.

But it is somewhat different now, different both inside and outside the store. From the outside, people are looking for quality merchandise at lower prices. From the inside, the management is looking for ways and means of cutting down overhead. And these two conditions can be harmonized, can be made to co-operate in store management.

Display men, therefore, are putting more merchandise in their windows and are spending less on accessories that lend themselves to a strictly artistic display. Some of them are placing the merchandise so close to the windows that a good idea can be had of it from the outside. They are featuring price in their windows very strongly, realizing that it has a strong bearing on the majority of purchases that are made to-day. Display men with whom we have talked on the subject say that they are getting good results from this changed policy in window display.

WATCH THE BACK DOOR

The Retail Merchant is again the victim of many robberies being committed from one end of the country to the other, and none are visited more frequently than the clothing or dry goods merchant. Such crime is the common accompaniment to hard times and unemployment and there will, undoubtedly be a good deal of it during the winter months. It is up to the merchant, therefore, to keep his eye on the back door; in other words, to take all possible precautions against burglary. Insurance and the careful locking of all doors will go a long way toward overcoming losses caused by such misfortunes of business. These simple little precautions may well be the means of preventing a loss that would wipe out a good deal of profit made on many a hard-earned sale.

Suggestions for Show-Cards for Christmas Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

THIS YEAR THE USEFUL GIFTS WILL BE THE MOST APPRECIATED ONES.

MI-LADY, IF YOU ARE LOOKING FOR A USEFUL GIFT—STOP! LOOK!

WE CAN MAKE ONE DOLLAR DO THE SAME WORK AS TWO DOLLARS DID A YEAR AGO.

IN THESE TIMES, USEFULNESS IS NEXT TO GODLINESS—HERE ARE MANY USEFUL GIFT SUGGESTIONS.

WHAT MORE USEFUL GIFT FOR THE BOY THAN A NEW SUIT?

THIS NATTY HOSIERY CAN BE PUT TO GOOD USE.

WHY SPEND YOUR MONEY ON LUXURIES? THIS WINDOW IS FULL OF THINGS THAT ARE USEFUL TO THE MAN OF THE HOUSE.

UNDERWEAR IS USEFUL. PERHAPS HERE IS A SUGGESTION FOR SANTA CLAUS.

THESE FUR LINED GLOVES WILL COME IN USEFUL ON COLD DAYS.

NECKWEAR THAT IS ORNAMENTAL AS WELL AS USEFUL.

A COMFORTABLE CAP MAKES A USEFUL CHRISTMAS PRESENT.

IS HUBBY'S HAT SHABBY? THIS NEAT STYLE MAKES A USEFUL GIFT.

IF YOU ARE LOOKING FOR CHRISTMAS PRESENTS THAT ARE USEFUL WE INVITE YOU TO LOOK OVER OUR SELECTION.

IN SUCH TIMES AS THESE, A GIFT THAT IS NOT USEFUL SHOULD NOT BE GIVEN.

A BOX OF HANDKERCHIEFS IS ONE OF THE COMMONEST AND MOST USEFUL PRESENTS.

HE WILL BE PLEASED WITH THIS CRAVAT—AND IT IS USEFUL.

OUR DOOR SWINGS WIDE OPEN TO SEEKERS AFTER USEFUL CHRISTMAS GIFTS.

A PAIR OF SUSPENDERS ARE BOTH NECESSARY AND USEFUL.

SILK HOSIERY FOR THE CHRISTMAS TREE—SENSIBLE AND USEFUL.

WHAT MORE USEFUL GIFT THAN A NEW SHIRT?

ECONOMY HEADQUARTERS FOR THOSE SEEKING USEFUL THINGS FOR THE CHRISTMAS TREE.

IN PLEASING HIM WITH THIS GIFT YOU ALSO GIVE HIM SOMETHING USEFUL.

COMFORT AND USEFULNESS ARE COMBINED IN THIS HOUSE JACKET.

YOU ARE USING YOUR DOLLARS WISELY IN SELECTING MERCHANDISE LIKE THIS.

THIS SILK SHIRT COMBINES BEAUTY WITH USEFULNESS.

A PAIR OF PAJAMAS MAKES A VERY USEFUL PRESENT.

IF HUBBY NEEDS A NEW OVERCOAT YOU COULD NOT SELECT ANYTHING MORE USEFUL.

SWEATER COATS COME IN VERY USEFUL ON BLUSTERING DAYS.

COULD HE MAKE USE OF THESE GARTERS?

NECKWEAR THAT IS STYLISH AS WELL AS USEFUL.

THIS IS HEADQUARTERS FOR USEFUL GIFT SUGGESTIONS.

Reaching the Boys by Competitions

Scovil Bros. of St. John, N.B., Find that the Boys Respond to Hard Cash Prizes—Testing Their Powers of Composition On a New Brand of Boys' Clothing—Delivering Messages by Balloon Mail Route

THERE is no doubt whatever that the competitive instinct is strong in every boy, as strong in fact, as his desire to win a prize as his just reward for effort. The prize moreover, has to be something sufficiently desirable to provide the right incentive to competition on the part of the boy. In the final analysis, when it comes to deciding upon what form a prize should assume, the majority will admit that money, whether in the shape of crisp bills or glittering gold pieces, is more to be desired by the youngster than all the other gifts in the world.

Working on this promise, the firm of Scovil Brothers, of St. John, N.B. are featuring a new kind of competition as a means of stimulating interest in a new brand of boys' clothes which they represent as sole agents in the city. This competition they have named a Scholarship competition, and it is open to all school boys of St. John between the grades of one and nine inclusive, who write the best essays of not more than five hundred words on this particular line of clothing.

The sum of one hundred dollars has been set apart as the reward to the four successful contestants, for there are to be four distinct prizes offered, $40 for the first, $30 for the second, $20 for the third and $10 for the fourth.

Discussing the manner of giving the proper publicity to the event, a member of the firm stated to Men's Wear Review that it was necessary to run several large spreads in the local press to announce the fact, and also they had sent out some 2000 personal letters to every boy on their mailing list, to make assurance doubly sure.

There were two reasons given for the holding of a competition of this sort at the present time namely, the fact that nearly every boy will want a new suit for fall and secondly, because essay writing comes more naturally once school has opened than it would at any other time of the year.

There are no conditions attached to the competition, with the exception that each boy is asked to call at the store and get an Entry form from the boys' shop. Nobody is asked to buy anything and there are no "strings" attached to the scholarship.

Advertising

In the advertising relative to the event, the boys are invited to drop in to the store and look at the clothing. The sales staff are to be on hand to answer all questions and to explain how reinforced clothing differs from ordinary lines. Suggestions are also given so that boys may know from what angle the essays should be written. The only recommendation made by the store is that the contestants tell in their own way and in not more than 500 words what they have thus learned about this particular line of clothing, bearing in mind also that the judges will also give consideration to writing, spelling, composition and neatness.

The judging of the essays will be handled by the manufacturers of the clothing, who have agreed to submit all essays to competent judges in Montreal. The The fact that the judging is done outside the city of St. John will lend an atmosphere of fairness which will appeal to all the contestanes.

The time limited for the essays to be prepared in and submitted was three weeks and the present competition closes on October the 8th.

Another Competition

Ever on the alert for novel ideas to make their progressive store known to the entire province, Scovil Brothers lately featured another rather unique "stunt" which is said to have resulted in very satisfactory results. During the recent Provincial Exhibition held in St. John one of the features provided on the fair rounds was a sensational balloon flight including a drop from a parachute by the passenger from a great height. The balloon was blown up on the grounds each afternoon and as the hugh gas bag assumed its normal form, a long cotton sign became apparent announcing to all and sundry that Scovil Brothers' Oak Hall was the home of fine furnishings and clothing. Incidently a novel advertising stunt was featured, namely, the dropping from the air of a number of letters each day by the air man.

According to the firm, this rather original method of attracting publicity won instant favour with the large crowds on the fair grounds and each afternoon when Bonnette, the balloonist made his ascent, hundreds of people were waiting for the signal of the fluttering white envelopes as they ascended to the eager, upstretched hands beneath. No more than 25 letters were distributed each day, making about 300 altogether in the week. Apart from the results from the letters themselves, the firm stated that the publicity gained from this idea proved invaluable.

During the very intense heat of the past summer, men in the city of Hamilton were too enervated to even go down town to buy a straw hat. Begg & Co Ltd. came to their assistance, asking through their advertisements that men should telephone for their hats, give the size and they would do the rest. They associated with this announcement, a novel window display in which showcards containing well-known phrases such as "Line Busy", "Hello Jaek". "Information" and "Trouble Department" were used. The Local Bell Telephone Co. immediately saw an opportunity to do a little advertising for themselves as well as give an extra "kick" to the effectiveness of the window display of Begg & Co. .They asked for the privilege of putting in a switch board, wires, etc.

Handling Three Types of Customers

Dan Johnston of Ottawa Outlines Essentials of Salesmanship in Handling Customers—The Man Who Knows What He Wants, The Man Who Thinks He Does and The Man Who Doesn't Know It All—Hints to Salesmen

SUPER-salesmanship is the key-note of the Beament & Johnston men's store of Sparks Street, Ottawa. Every store possibly considers that it has the monopoly of energetic, intelligent, ambitious employees or it would not be in business, but in the Beament & Johnston store the selling staff has to measure upto a standard little short of perfection or it automatically ceases to fill its position. According to one of the firm D. Johnston, who has made a life-long study of the art of selling, any salesman who is worth his salt nowadays should be able to sell a customer quite a few other things beside his first purchase, and he instanced the fact that he himself had only just closed the door upon a customer who came in for a pair of braces but who departed with fourty-four dollars worth of merchandise.

That is what is known as super-salesmanship.

Analyze Customers

The retailer or the sales clerk should endeavour to analyze his customer after a few words of conversation, according to Mr. Johnston, and this should be fairly simple, since all persons may be placed in one of three categories. To give examples of what is meant, Mr. Johnston defined these classes as follows: First, there is the man who knows what he wants. In serving him, it is essential that the clerk do so in a business-like, courteous manner, avoiding any tendency to push other sales or persuade other merchandise, etc. This type of customer will tend to become annoyed at such selling methods and will perhaps become irritable. Prompt intelligent service, with just the right degree of deference in one's manner, and a willingness to show anything and everything in that particular line which might interest the customer, are the essentials to successful selling where this type of man is concerned. Second, there is the man who thinks he knows what he wants, but who unfortunately, is inclined to want the sort of merchandise which is unsuited for him. This type of customer is a difficult one to serve satisfactorily, because much tact and diplomacy is necessary in order that he may be pleased himself and yet not be allowed to make himself look ridiculous. Some men have a particular "penchant" for the wrong type of headwear or collars and absolutely no form of argument that the sales clerk can put up will convince them that they should adopt some other kind, which would be more becoming. This type of customer can be made a friend for life, if once he can be awakened to what is really best for him. He probably has no eye for color and is averse to paying more than a certain sum for his furnishings and considers that anything above that figure is extravagant and quite unnecessary. The expert salesman, however, having sized up the "class number two" man correctly, can safely go after more sales, when once the first one is successfully put over. He requires to possess a ready fund of information on current market conditions, among other things, in order that he may counter the customer's arguments about the high price of collars with convincing facts in refutation.

The Third Degree

Finally, there is the third class of customers who don't know what they want and what is better still, admit the fact frankly and ask for assistance and advice. Here also, lies another golden opportunity for the alert clerk to harvest a goodly crop of sales. But in Mr. Johnson's experience this latter class must be even more conscientiously served than even the others, for the reason that this man will return home and display his newly acquired purchases to a critical assemblage of relatives or friends, and if the new hat or suit does not meet with general approval, the customer may possibly feel disinclined to return to the store in question lest he fail to find the right thing to please "friend wife." Generally speaking, however, the last named type are easily suited and can be greatly improved upon as to general appearance, provided price is not too strong a deterrent to quality and style.

The location of the Beament & Johnston store is conducive to just such a close study of mankind as this little analysis would indicate, since it is situated in the very heart of the busiest section of Sparks Street, side by side with the leading banks and law offices and but a stone's throw from the Goverment offices and Parliament buildings.

In February last the Beamont and Johnston store cut the prices on everything in stock twenty-five per cent and ever since they have been featuring the new lower prices and values, pointing out that their invoices or books are open for inspection by anyone who doubts that prices are really down. The public may take a good deal of educating but in the end this sort of propaganda should result in a permanent improvement of merchandising conditions, according to the management of the store.

Avoiding Sportiness

There is one point insisted upon by Mr. Johnston, in connection with the training of his selling staff. He stresses the need for a dignified gentlemanly manner on the part of his clerks, and frowns upon any tendency to "sportiness" or loudness. The majority of customers are of the conservative, old school type to whom anything savoring of the familiar or the slapstick is positively abhorrent. To prevent any such manner having a detrimental effect upon the salesmanship of his force, Mr. Johnston stages demonstration sales occasionally, after he has observed any particular fault which might properly be corrected, he himself acting as instructor and illustrating exactly how and how **not** to sell the merchandise. Even the manner in which the box of good is lifted off the shelf and placed upon the counter may unintentionally offend the customer, if the clerk is inclined to grasp the box brusquely and slam it on the counter, rattling the cover and inside paper and displaying the goods with more energy than is compatible with courtesy. The omission of the word "sir" is another little slip which many clerks are guilty of, and in the Beament & Johnston store, this type of courtesy is insisted upon from everyone. According to the manager, it is impossible to be brusque and sharp if the clerks adds "Sir" to his remarks, as this little epithet naturally softens the inflection and intonation of the voice and imparts an air of deference very pleasing to every customer.

Demonstration sales are often valuable eye-openers to the selling force to whom the couplet:

"O wad some power the giftie gie us
To see oursel's as ithers see us."

may have become more in the nature of a prayer than an empty quotation. It is generally conceded that the little amenities of close personal contact may win friendship and confidence in even the most critical customers, and seeing that politeness costs nothing, it is not at all surprising that such qualities rank almost higher than any others in the opinion of those men who cater to the lawmakers and the politicians of Canada and even to the Vice-Regal party itself. That the sales force must be perfectly groomed in point of personal appearance, goes without saying, but it is still more true, if one may pervert an old proverb, that "manners maketh the salesman" just as much as in any other walk of life.

The Markets at a Glance

Business is Spotty and Reflects the Weather—Varied Reports on Spring Booking in Clothing — Canadian Hat Men Have Had Good Season—Import Men Doing Good Business—Good Orders on Spring and Summer Underwear—Christmas Goods Move Out Quickly

MANUFACTURERS and wholesalers have felt the result of good seasonal trade enjoyed by the retailers during the last few weeks. Their business is quite as spotty as the retailer's is. Some mid-winter weather drove tardy customers into the retail shops and reports reaching us from many sources are to the effect that the retailer has enjoyed very good business during this period. In turn, he has either visited, written or bought through the travellers of wholesale and manufacturing houses. He is, as yet, only keeping step with consumer demand; his buying is of that rigid hand to mouth character which, he feels, dictates safety through uncertain times. So far as we are able to find out he is not likely to change this attitude toward buying for some time to come.

Clothing

Committments for spring clothing by the retail trade have been fair and have been pretty much along staple lines, or a few fancies that seem an absolute certainty for next year. Most clothing houses have their travellers out, some for a prolonged period, others only a short time. They have worked hard with the trade and tell us that it is harder to get business than ever before. They are specializing on salesmanship—just like many a retail house is specializing on it to keep up his turnover. The results have varied considerably. We know of one house that has booked more than fifty per cent more orders than it did a year ago; there are others that have booked less. Many of the houses feel that sorting business, when the season opens, will be very good—better than it has been for some years.

The matter of arranging a wage schedule with the garment workers in the Toronto field for the spring season—which begins the first of December —has not yet reached a final decision. There is no agreement up to this time of writing and there is nothing to indicate that the garment workers are willing to accept a smaller scale than they did for the last season. In fact, it looks the other way. In conversation with one of the officials of the Amalgamated Clothing Manufacturers, Men's Wear Review was informed that the union expected that the same scale would be asked for by the union workers.

Hats and Caps

Immediate business in felts amongst the Canadian manufacturers can be said to be very good. We know of one Canadian manufacturer who has orders for a month and a half yet; others are also in very fair shape with regard to immediate deliveries. In straws, the booking orders have been very small; there is still uncertainty regarding the price and retailers are waiting until the turn of the year, at all events. Booking in felts for next spring is encouraging and we learn that there has been very good business from the western field. On the whole, however, conservatism still marks the buying policy of the majority of the retailers. What felts are selling are running on the lighter shades—grays, browns and fawns. Wide ranges are being shown by the Canadian hat men and the quality is said to be better than last year.

Import men are doing a better business in booking, due, no doubt, to the length of time which it takes to get the merchandise on the shelves of the Canadian buyer. There is evidence, however, that there is quite a turning to English hats. One firm we know of has booked more business in English felts than they ever did in their history. Their prices are moderate and good deliveries can be promised.

Booking on straws on imported lines is also slower than on the other and there are evidences that deliveries can be made very quickly. We know of one firm that received a large order from a Canadian wholesaler and promised delivery of the goods within a month of the time the order was given on this side of the water. A year ago, it would have taken six months to have gotten delivery on the same goods.

Hosiery and Neckwear

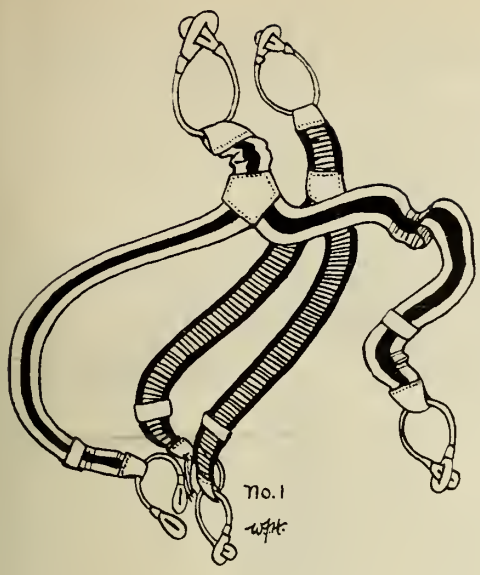
Lovat and heather shades in medium weight hosiery have sold very well and there are some manufacturers who have all the orders they can attend to for some weeks to come. All fancy lines are more in demand than the plain shades. Heavy weight hosiery is not moving quickly. With a very mild winter last year, the consumer is waiting and watching the thermometer before he indulges himself in the heavy weight lines. There is not a great deal of booking of spring lines as yet, though manufacturers have enough orders to indicate that there ought to be a fair season.

Neckwear is enjoying the usual seasonal and holiday business. Some of the manufacturers are behind with their holiday orders but hope to catch up with them in time for the Christmas demand. There is a good demand for all-over-patterns in fancy silks and the knitted men are also enjoying a good trade. Buyers who have been in the Swiss market within recent weeks state that prices advanced a trifle, due to the fact that manufacturers' stocks have been cleaned up and that they will now work on a profit basis. These advances, however, have had little or no effect on the finished article, and there is a disposition on the part of the Canadian manufacturers to keep prices stable.

Underwear

On nationally advertised lines of medium and light weight underwear good business is being

Continued on page 31



With the approach of winter and its incidental social activities, the leading men's wear shops have put forth more than their usual efforts in the way of seasonable displays. Many clever novelties imported from overseas are vieing with equally attractive ideas produced by Canadian makers.

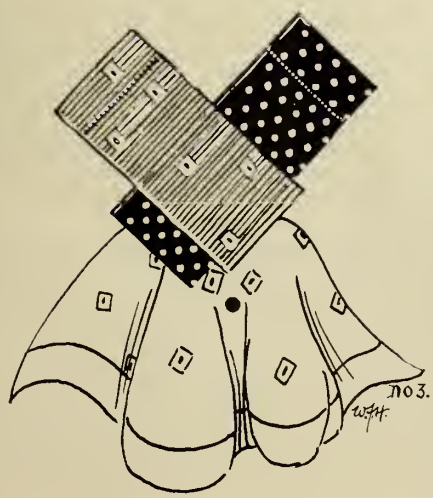
Figure one illustrates some new braces seen at Gibb and Company's shop on St. James Street. These braces are made of silk webbing in bright colors, and are finished with fine white kid fittings, hand-sewn. Two adjustable bars made of electroplated metal provide for the length desired. These braces are featured in regimental colors which also do service for college men, and are shown in all the brilliant contrasts familiar to ex-officers.

At Gibb and Company's were seen the scarves shown in figure two, which likewise feature regimental colors in soft silk in two inch wide stripes. Figure three shows three variations of fashionable handkerchief patterns in English foulard 19 inches square. With these handkerchiefs are sold smart open-end ties made from the same material with figurings to match —both novelties being recently imported from London by Gibb and Company.

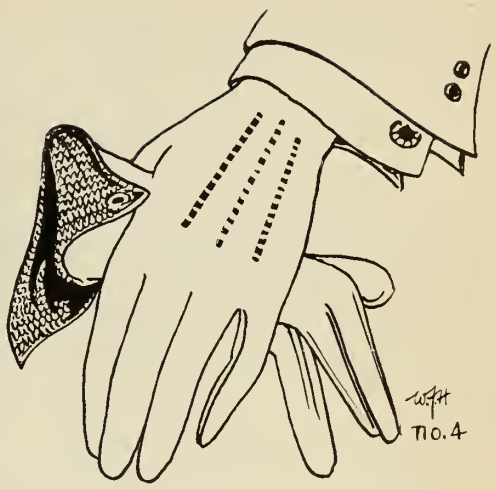
Figure four illustrates some new gloves noticed this month at Reid's Limited, of St. Catherine Street. They are of heavy knitted silk, lined with wool in a particularly soft fleecy quality, extremely warm and smart in a serviceable tan shade.

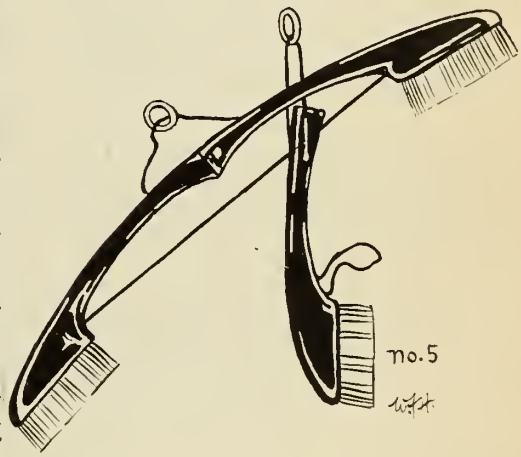
Every man will appreciate the convenience of the novelty represented by Figure five, namely, a combination coat and trouser hanger with a clothes brush. The sketch shows the hanger both closed for use as a brush and open as a hanger. A piece of heavy silk elastic is tightly stretched between the ends to serve as a support for the trousers, and a nickel ring is provided as a support in hanging up. Shown this month by the Henry Birks Company, Ltd., Montreal.

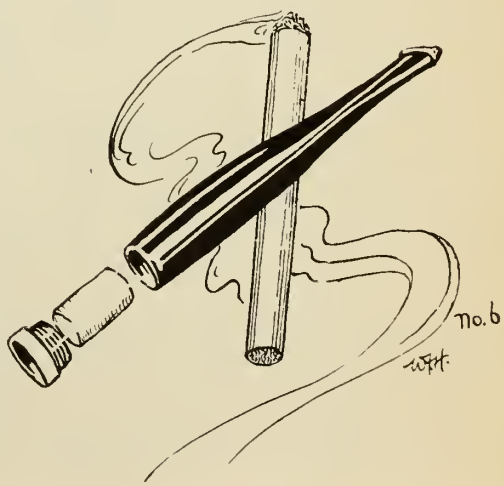
Cigarette smokers will appreciate the convenience of the cigarette holder sketched in Figure six, which is also shown by the Henry Birks Co. The holder is provided with an attachment to prevent the nicotine from passing through the holder. A cotton wadding plug is inserted and held in place by means of a screw cap. Four of these caps are supplied with each holder in a case, and can be changed when required. The outfit comes in a leather case.



Any line of merchandise which shows a leaning towards the unusual is especially good to feature in window displays as Christmas approaches. Men's wear can be successfully featured as gift suggestions by even the most exclusive shops, if the individuality of the merchandise is sufficiently stressed.







Suggestions For Christmas Window

Methods Outlined Whereby the Most Effective Displays May Be Made — The Use of Decorations — Christmas Trees and Santa Claus—How Sports Goods May Be Shown

AS THE great day approaches the merchant is confronted with the need of ideas for making things "just a little better" than they are. The window display can always be depended upon to do its share towards creating business if it is given the proper attention.

The Christmas settings given here may be depended upon to give the windows the proper Christmas atmosphere. They are not hard to construct, nor are the materials used in their make-up costly, or hard to procure.

The setting illustrated in Fig.1 may be adapted to windows of stores offering women's and men's apparel and kindred lines. It is suitable for the background of any display that will not hide it from view. Where the merchandise is to be displayed compactly in pyramid form the Christmas tree decorations may be shortened and raised the necessary height.

Decorations

The decorations in this setting are entirely symbolic and some of them may be omitted from a setting, or they may be arranged in a slightly different manner without materially impairing their effect.

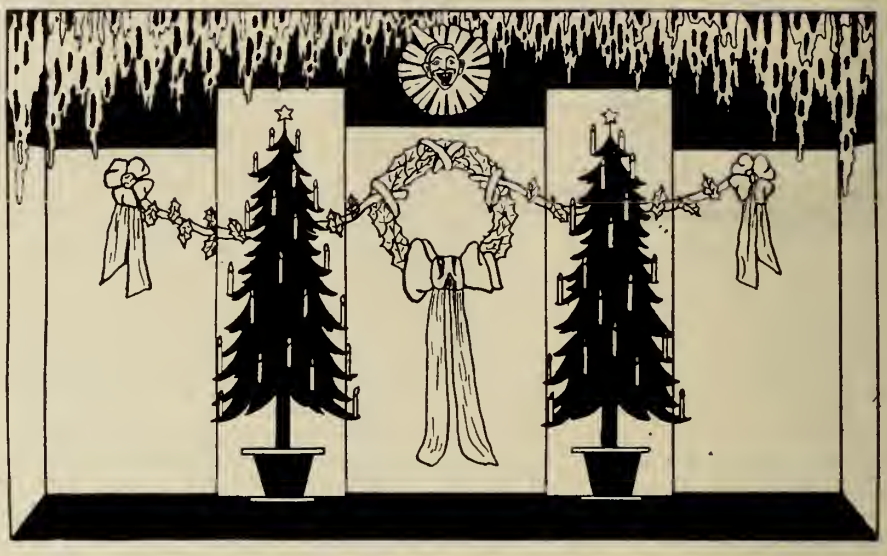
The permanent background may be covered with wall board panels painted holly red, or it may be covered with red crepe paper. This gives us one of the Christmas colors. The use of evergreens adds the other. If, however, the merchandise to be displayed will not harmonize with so much red the background may be green.

The ceiling of the window is hidden with imitation icicles made of cotton batting slashed into a fringe and the strands rolled into the semblance of icicles. These are attached to the ceiling, or to wires across the window where the ceiling is too high, in a ziz-zag effect, the shorter icicles to the front. If desired the icicles may be hung in a straight line across the window at the glass, or across the back and sides of the window instead.

The clown ornament may be introduced in a number of ways. Papier mache ornaments may be purchased ready to use. A sign painter or show card writer may paint such an ornament or cardboard and cut it out around the edges. A fool's mask may be procured, a fool's cap and ruff made and the whole assembled to form the ornament. This is sure to delight the youngsters, but it not a necessary part of the setting.

Christmas Trees

The Christmas trees may be represented in many ways. They are set in front of narrow panels so that their outlines are brought out more distinctly. Actual evergreen Christmas trees may be placed in the position shown, and when used should be decorated with the usual Christmas tree ornaments and lighted with strings of electric lights.



Cut-outs of every description have been adapted to window decorations. The illustration shows Christmas trees made of wall board. These are cut out the shape desired and painted a dull green. The candles are added as to a natural tree.

A very pretty effect may be secured in the window, which being out of the ordinary run of decorations will attract a great deal of attention. Instead of a flat panel being used a shallow box having two sides the same size and shape of the panel shown, the other dimensions being about eight inches wide. The Christmas tree is either painted on one side of this box or a cut-out is set closely against it. Candles are to be used as on those already described, but where the light would come, openings are to be cut in the panels.

These openings should be exaggerated in size a little to give the best effect. The box is then to be wired and lights placed behind the openings. Different colors of glass may be fastened inside of the openings to give different colored lights is this is thought desirable.

The rest of this setting requires little explanation. A large holly wreath is hung in the center. Red ribbons are

wound around it in the conventional manner illustrated and festooned to rosettes at the sides. Holly sprigs may be attached to the ribbon at intervals. The rosettes and the large bow on the holly wreath may be made of silk ribbons or of crepe paper.

Toy Displays and Sports Goods

The second suggestion for a Christmas background, Fig. 2 is particularly suited for displays of small articles, toys and sporting goods, shoes, etc., The setting represents Santa Claus leaning on a brick wall, supposedly laughing with satisfaction over the display he sees before him.

The wall may be erected by using wall board panels, or lumber frames may be constructed with heavy paper covering. The bricks may be imitated with crepe paper printed in brick design. If this is not obtainable red paper or cotton may be stretched over the surface and white tape used to imitate the mortar and outline the bricks.

A Santa Claus figure may easily be made for this purpose. A good Santa Claus mask or false-face is necessary for the face, the rest is obtainable in almost any store or home. The knotted toque or cap should be large and roomy so that it may be drawn well down over the supposed head of Santa, which is to be composed of the mask and excelsior. The coatsleeves may be made of red materials, the cuffs of white fur or of cotton batting to imitate fur. The hands are a pair of red mittens which are stuffed to proper shape with excelsior or other waste.

This setting is so easily constructed that it seems a pity not to please the boys and girls with its use.

The step platforms may be dispensed with when not required. They are shown here merely to suggest that the display be built in the form of a pyramid so that a stockier window may be the result. It is not wise to over-crowd, but at Christmas a greater amount of the right kind of merchandise may be shown with excellent results.

Merchants who secure the Christmas spirit in their displays by using these Christmas decorations will gain the good will of the public and better results from the displays.

How Six Apples Sold Forty Silk Ties

Novel Show Case Display Tried Out By Montreal Man

Using fruit—luscious red apples and great heavy bunches of Tokay grapes as a setting for men's furnishings was the novel idea tried out with extraordinary success this month by J. N. Solomon, Display Manager of David's Ltd., of Montreal. Few people can resist the sight of a fine display of fruit, particularly during the month of October when all kinds of apples, grapes, pears, etc., seem to be the order of the day. The possibilities in fruit as a means of selling neckwear for men are not apparent to every display man, yet according to Mr. Solomon, half a dozen red apples were responsible for selling more than forty knitted silk ties in an afternoon, while the grapes disposed of several dozen new polka dotted cravats in short notice. Here is how it was done.

In a small "island" show case placed out on the sidewalk several smart new Burgundy red cravats were displayed on collars in a natural effect. Centreing the group of ties was a huge bunch of Tokay grapes suspended by a ribbon from the top of the case, while at the bottom on a pedestal was placed an uncorked bottle of sparkling Burgundy with a wine glass half filled close at hand. The peculiar shade of the ties, was duplicated exactly in the color of the wine and the hue of the grapes, and was admirably described in the briefly worded show card which was artistically lettered in white, "Old Wine.... $1.75." This message, so delightfully reminiscent of other days, referred to the ties, of course.

A few days later, David's little island show case showed another display of neckwear, but this time the ties were knitted and in black and white effects. Each tie was shown adjusted in a smart new collar and just on top of the form, which supported the latter, was placed a rosy polished apple. A neat card beneath explained, "They're Pippins..... the ties of course." The apples lent just the right note of contrast to the soberly hued ties, and were instrumental in selling nearly four dozen of them inside an afternoon.

The United National Clothiers' Association at their recent convention in Chicago predicted a greater use of knickerbockers next year.

Hughes & Howie, formerly of 10 Market street, Brantford, have recently moved into larger and better quarters at 28 Market street.

MARKETS AT A GLANCE

Continued from page 28

done; in fact, this might be said of all medium weight or light weight goods. The real heavy lines are not moving with any degree of freedom. Booking for next spring and summer lines is better than it was a year ago, due to the fact, no doubt, that all summer lines were sold out by the retailers during the very hot months of the past summer. It seems reasonably certain that the retailer will have a good season in summer underwear next year and it is, perhaps, unwise to leave booking orders for too long a time.

Collars and Shirts.

Spring business in shirts can be said to be satisfactory in view of the fact that travellers have not been out for any length of time. The prices have been made very inviting to the trade and splendid ranges are being shown all along the line. The advent of the social season has made business in evening dress shirts and collars very good and, in this respect, trade with the retailers is very good, indeed. A shortage has been threatened in some of the evening dress lines.

Suspenders.

There are evidences that retailers all over the country have cleaned out their stock of suspenders and other kindred lines. One of the largest makers in Canada told us recently that they were getting splendid business from all over the country, business of a general rather than a strictly holiday nature which is usually the case at this time of the year. In spite of the fact that prices on webbing, have recently advanced a trifle, the Canadian houses are holding their prices firm and hope to continue to do so.

Business of the strictly holiday nature has been exceedingly good and sets of suspenders, garters and armlets have been in big demand. Some of the manufacturers are behind with their orders but hope to make deliveries in time for the Christmas season.

There is a brisk demand for all accessory lines, consequent upon the holiday season. Boxed belts, handkerchiefs, mufflers, etc., have had a good run and there is nothing in the trade that does not indicate that retailers are looking forward to the usual good Christmas business during the month of December.

Usefulness—Key of Christmas Trade

A Christmas When Many Buyers Will Search For The Gift That Combines Everything With Usefulness—Men's Wear Dealer Deals Only in Useful Things—Promoting The Idea of Usefulness—Four Points in Salesmanship

CANADA is so fortunately situated in comparison with many other countries in respect of unemployment and business depression, every merchant can look forward to the Christmas trade with optimism. There are still a vast number of people whose purchasing power is in no way impaired; they are more conservative in their buying because of general conditions. But their purse strings at Christmas time will be unloosened and they will be in the market to buy all that the season demands they should buy for the Christmas list. There is also a vast number of people who, though their purchasing power is somewhat reduced, will have saved for the Christmas season; and though they will not spend the same amount of money as they did a year ago, they will buy the same number of articles—perhaps more on account of the lower prices prevailing in all lines of goods. And even those whose times are hard will not neglect the spirit of Christmas to the extent that no presents will be bought. It is a reasonable certainty that this Christmas will undoubtedly see the same volume of business done by the retail trade, even though the actual dollar and cents return may not be so great.

Will Seek Useful Gifts

In keeping with the spirit of the times when conservatism with regard to spending money is an important influence in the household economy, the majority of the Christmas shoppers will be looking for useful gifts. Adornment, ornamentation will be combined with usefulness. There will be hosts of buyers who will be attracted by this and that article whose first consideration will be "Is it useful?" It is not a time when they can afford to spend money in things that have no intrinsic value or worth. The superficial will have to give way to the substantial; people can ill afford to give up the substance for the shadow. It will be a time when buyers will again be looking for an opportunity to make a dollar do the work that two did for the Christmas of 1920. There must be no waste for many people this Christmas, even though they have the money to spend and are prepared to spend it. The whole tendency of the times is to make the most out of a dollar in the merchandise that is purchased and in the character of the merchandise itself.

Big Chance For Men's Wear Dealer

Such conditions afford a big opportunity for the men's wear dealer. Everything he carries in stock is a thing of necessity. Adornment and ornamentation combined with usefulness are to be found in all he sells over his counter. From a collar button to a handsome fur overcoat there is not a thing that is not an every-day necessity. While other lines of trade have to offer merchandise a great percentage of which is regarded by the ordinary person as being in the luxury class, such is not the case with the men's wear dealer. His merchandise is not in the luxury class in spite of all the Board of Commerce said during its tenure of office.

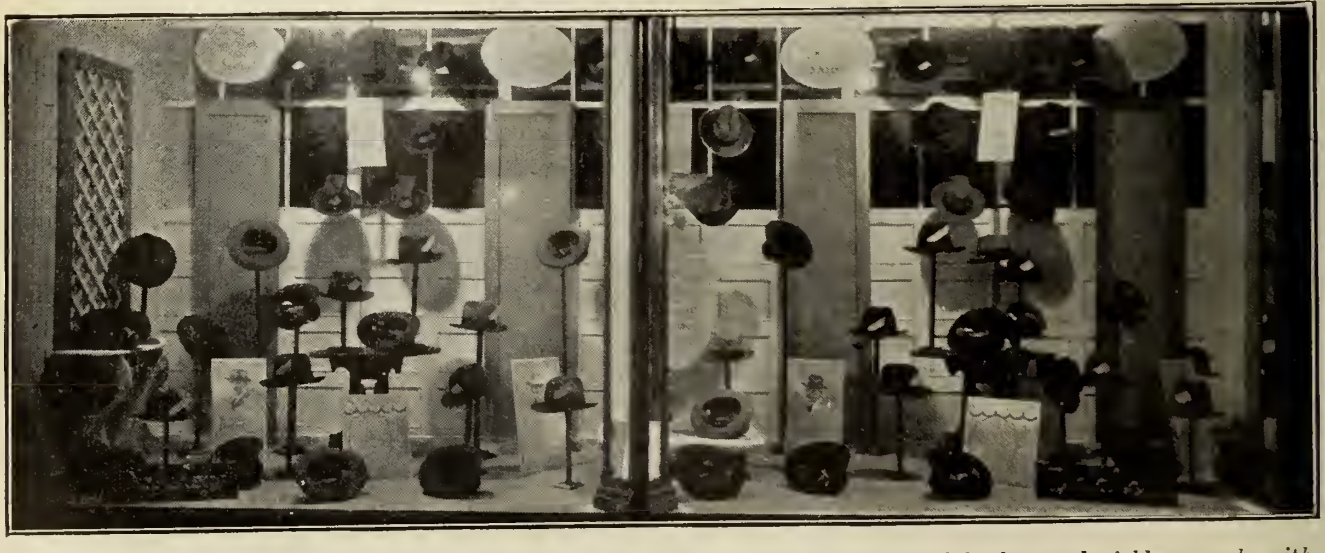
Use Of A Word

The men's wear dealer, therefore, has an exceptional opportunity in the Christmas trade that begins with the first week of December. He can promote the spirit of usefulness throughout the entire store organization. In another part of this issue we have suggested some thirty showcards for the Christmas trade, all of which carry with them the word "use" in some form. It seems to us that the vigorous promotion of this spirit could be turned to very good account during the month of December. We know a certain retail firm that, for many months past, has promoted the word and the thought of "value" in all their advertising. And it has been done with signal results to them. People have become rather impregnated with the idea that this firm has sound values to offer and they have responded. Could not the same results be obtained in the Christmas trade by carrying this thought through all the advertising and the display work? By everlastingly hammering the word "useful" into the people's ears they will become more and more attracted to a store which affords them the very opportunity they are looking for, namely, to make the most of their dollars go toward the purchasing of useful presents.

Salesmanship

Salesmanship is bound to take an important place in the Christmas trade. There will be the same disposition to "shop" as there has been for some months past. Buyers will "look around" more than they did last year. It is well, therefore, that the four cardinal points of salesmanship be remembered.

Interest.	Purchase.
Attention.	Desire.



A display of Fall felt hats, grouped according to colors against a specially prepared background of blue panels with dull gold borders. The floor of the window was of blue with a three inch border of white around the edges, and white rustic trellis work was used at either end. Effective use was made of plateaus and stands to provide variety in the grouping. This display filled the entire left hand window which is a very large one. Window arranged by C. F. Johnstone, display manager of Delahey's Ltd., Pembroke, Ont.

"Try Hard to be a Little Different"

Suggestions for Christmas Display Work—The Wise Use of Colors—Too Much Time May be Spent on Backgrounds—Importance of Showcards—The Arrangement of the Window—Trying Something that is Different

Written For Men's Wear Review By Joseph N. Solomon, Display Manager of David's Limited, Montreal.

THE FIRST thing that display men should bear in mind in arranging their Christmas windows is to try to plan the effects so that they will be individual, different from any others in town that have appeared. All people are curious by nature and anything out of the ordinary is sure to attract attention and visitors to your store. Thousands or hundreds of people are passing your store every day, and during the evening hours; consequently, if you have windows that are out of the ordinary people are sure to be attracted to them.

I should like especially to mention the importance of one thing—window lighting. I believe that dry goods or a men's wear store cannot be too well lighted—the more lights, the better. One other thing to remember in this connection—never turn off your lights because the store is closed; they should be left on until midnight. There are still many stores which are kept in darkness after the closing hours. Many men call at a store for some article they have seen in the window on a previous evening when the store was closed. If, therefore, the windows are dark, the store loses the chance of picking up such window sales. If the display man will watch the theatre crowds, he will be surprised to notice how many of them are attracted by the windows along the streets.

The Use Of Colors

In arranging displays, it should be remembered that, perhaps, the most attractive windows are those in dry goods and men's wear stores. The artistic temperament, therefore, can be used to the very limit. Christmas windows should be made artistic and color schemes should be watched very carefully. Use a good deal of red and green in your holiday display and I would suggest that your price tickets be of white cardboard with red lettering. If the display man makes his own cards, holiday stickers as labels can be bought at any stationery store and placed on the price tickets, considerably adding to its attractiveness.

In dressing any window try to be as artistic as possible without over-doing it. The display man in any high-class store should be an artist in every respect for there is much beauty lost in not knowing the harmony of colors or when to use them.

Backgrounds

Next, a word about backgrounds. I have frequently seen the merchandise neglected to the point of carelessness—all thoughts were of the background. That is, indeed, a wrong view of things. In most stores a mahogany, fumed oak, circassian or American walnut can be used with the greatest effect and will bring out the real beauty of the goods. Some display men, I think, give altogether too much attention to the background and forget the real object of their displays. I have seen displays with more plush and artificial flowers than merchandise which not only added to the artistic effect of the window, but actually accentuated the merchandise itself.

Showcards

Your showcards also play a very important part in your Christmas displays. Make them very bright and use good snappy phrases. I would suggest some of the following: A picture of the three wise men, and under it the words: "Be one of the wise men"—and buy gloves. Or a little baby, minus his clothes, and under it the words: "Give him something to wear." Little catch phrases like these are sure to attract. The current magazines very often provide suitable pictures which may be pasted on the showcards. It is always best for the display man to box as many articles as he can for gift suggestions. It is wise, however, to avoid crowding.

Arranging the Window

A Christmas window can be arranged in four divisions, or if there are two windows to dress, divide them into two sections each, making four sections in all. In the centre of each window a show card might be placed reading: "Gifts that will be appreciated—The Lord Loveth a Cheerful Giver," or any other good wording that might suggest itself to you. It is advisable that each section should have a showcard of its own, referring to the articles in that section as suitable for different occasions in either the life of a man or a woman or a child. The articles should be carefully selected for these sections; the very sight of them may help to solve the problem of the Christmas present seeker.

Try Something New

Always try something new. Don't let the old scare-crows of "It won't work in my store," and "that's all for the big fellows," frighten you away from new and unused ideas. It is a fact, and it has been demonstrated time and time again, that nine out of every ten plans that succeed in one type of store can be used for almost all sizes and classes of stores. Furthermore, competition is increasing so greatly nowadays that it is necessary for display men to draw ideas from more than one source of inspiration.

I remember trimming a display case of Christmas gifts one day in August, when the temperature was around 90 degrees in the shade. People were thinking of anything but Christmas. I used artificial holly and red plush, showed Christmas neckwear and other suitable articles for gifts and in the centre of the card I had a card reading: "We are thinking about holiday goods now." Many women stopped and laughed at the early Christmas display. Men stopped and stared, laughed and mopped their brows. And at many a dinner table that night, women told their husbands how hot it had been all day around the kitchen. And he, no doubt, came back with the reply: "Hot! Nothing. I saw a Christmas display today at Blank's." That little conversation was worth money to Blank—people were talking about his store.

As one idea is worked out it develops another and before long it will be an easy matter to work out others and use them in your own displays. But, above all else try hard to be a little different.

To Make Hot Weather Clothes

Society Brand Clothes, Ltd., Montreal, are about to enter a new field in clothes manufacturing. Believing that the Canadian market offers a wide scope for extension in hot weather clothes, they are about to place on the market new models which constitute a complete and distinctive line of light weight fabrics—not merely summer suitings but real hot weather materials—Palm Beaches, Mohairs, Tropical Worsteds and Florodors.

This news is of particular interest to the Canadian retailer both because it is a Canadian enterprise undertaken by a well-known company and because the purchase of Canadian Palm Beaches and kindred lines will obviate the exchange difficulty. The intensely hot weather that prevailed last summer pretty well cleaned out the retailer's stocks of hot weather clothes and he will, doubtless, be in the market for a considerable quantity for the coming season.

There is also an advertising campaign under way which is for the benefit of the retailer.

Meets Mail Order House Competition by Sending Illustrated Circulars to Customers

J. A. McArthur, of Renfrew, Is Finding it a Successful Method—Getting After the Farmer's Trade—Is Keen on Value for His Money—Studying His Business More Than Ever Before

THE town of Renfrew, Ontario, is popularly known to the province at large by the title of the "Creamery Town," on account of the presence of one of the largest creameries in the Dominion as well as its location in the midst of a dairy farming community. To even the scanner of headlines only, the sobriquet suggests prosperity and industry, a combination of farming and industrial elements which naturally spell all-round development commercially, and the conclusion reached is to the effect that Renfrew must be a good place to do business.

To cater to the large number of the population who require clothing and other wearing apparel suitable for their out-door occupations connected with the manufacture of butter and cheese, as well as for the many hundreds of other factory workers who populate the town and turn out every thing from textiles to electric toasters, there have arisen numerous stores each of which possesses an individuality and progressive character in keeping with the spirit of the town.

Among the longest established firms of this nature which has come to occupy a leading place in Renfrew business life is that of J. A. McArthur, located on Raglan Street, the most central part of the town. Twenty years ago Mr. McArthur opened his men's and boys' clothing business and today it ranks among the most successful in eastern Ontario.

Get The Farmer's Viewpoint

Discussing conditions as they exist in Renfrew this year, with Men's Wear Review, Mr. McArthur emphasized the point so often brought out by other retailers who are face to face with similar problems, namely, the attitude of the farmer in the face of declining prices for commodities such as hides, wool, beef, poultry, etc. "One cannot blame the farmer," said Mr. McArthur, "when he rebels against what he considers unjustly high prices. I often have to cudgel my brains to think of the right arguments to put before the man who feels he is being asked too much for a pair of gloves, for example. This man will argue that he does not want to pay as much for one ordinary pair of gloves as he gets for three whole hides from which such gloves are made, nor is he willing to pay even a reasonable amount for a new suit, when he compares its cost with what he receives for his wool. The farmer, although prosperous in a sense, is not the type of man who throws his money away or spends it without much forethought. I find that once he is convinced that he is actually getting all the value possible for his money he will become one of the best customers a store has. But the clothier who would handle farmers' trade with any degree of success must possess patience—more than the ordinary amount, for the farmer and the farmer's wife must be convinced about everything, and only the most open and straightforward methods are of any use. There is always the tendency on the part of such trade to bargain for merchandise, but every retailer should adopt a firm stand against any such policy as the two-price system. In cases only where goods are practically dead stock is there any legitimate excuse for letting them go at a reduction in order to effect a sale."

Sells More At A Time

In catering to farmers and workingmen there is always a more marked tendency on their part to purchase an entire outfit at a time, when shopping for themselves. Buying clothes is somewhat of an ordeal and never a pleasure to the men themselves, and one to be got over as quickly as possible. If they drop into the store for a pair of gloves or a cap, they generally enquire the prices on other lines of merchandise and then the matter of introduction is easily effected. Tact and patience are the main essentials of salesmanship in catering to this class, while coupled with these qualities the policy of marking all goods with plain prices at the lowest possible levels must be strictly adhered to, according to Mr. McArthur.

Putting Personality Into Business

In common with other retailers in the same line of business, Mr. McArthur has found it necessary to go after trade harder than ever this year, but reports that in spite of the attitude of the farmers above referred to, he has been able to maintain a satisfactory volume of sales.

"I'm putting more personality into my business now," said Mr. McArthur in response to a query as to how he was maintaining his turnover up to its usual standard. "I am studying my business more closely and am making every part of it show results. Although the merchants here find that mail order competition is somewhat hard to overcome, I am going after fall business along the same lines as the big houses use, namely to send out illustrated folders showing my new winter models, to a selected mailing list in Renfrew and the county. I expect to get as good results from this circular as the mail order houses do from their catalogues, and my prices are very moderate for the quality of clothing which I carry."

For Juvenile Customers

Mr. McArthur does not forget the children either in catering to the busy workingmen or farmers. Just inside his front door was seen a collection of well-built express carts big enough to serve as a useful article as well as a toy, and with every purchase of $20 or over one of these carts was given away to the customer. Everything for men and boys from hats to boots is carried in the store which is known to the customers by its catchy little slogan, "For Dad and His Lad."

The McArthur store has gradually come to fill an important niche in the commercial life of Renfrew, realizing that service of a special kind is essential to the workingman and farmer just as it is in the city store that caters to professional men. The main thing to recognize is the fact that the consumer must be convinced that men's wear today is honest value and ultimately he will place all his custom with the store which treats him squarely. "A good reputation for service and values is the one solid advantage which a merchant can fall back on in times like these," was the concluding remark of the proprietor of the McArthur store, as he stepped forward to greet another customer.

Kingston Factories, Ltd., is the name of a new concern opening up in the city of that name under the management of Bernard Sky and his associates. They will manufacture men's pants, flannels and work shirts, bath robes and pyjamas.

J. C. Clements of Edmonton has severed his connection with Clements, Ltd., and is busy preparing a store close by the old stand where he purposes carrying on agent's furnishing business.

F K. Bishop who formerly managed the Waterbury store in Wolfville, N. S., has recently opened a men's wear store in the same town under his own management.

J. W. Patterson of Petrolia has taken possession of a store in Brantford and is to start a Fashion-Craft branch there.

Refinement will be Outstanding Feature of Spring Styles, 1922

Montreal Manufacturer Says that Quieter and More Thoroughbred Styles Will Find Greater Favor in Canada—Light Grays and Browns to Be Popular Shades

EACH season sees its invariable changes in clothing manufacture, but perhaps no season more than the coming spring and summer can claim greater advancement in points of refinement of construction and general detail. Whereas echoes of the clamor over the so-called jazz styles have reached Canada from time to time, Canadian manufacturers report that the trend of opinion which chararcterizes the demand for spring clothing leans rather toward the quieter, more thoroughbred styles. One leading Montreal manufacturer stated to Men's Wear Review that none but conservatively fashioned models would receive his sanction for 1922, in which nothing freakish or extreme would find expression. The dominant note in designs will undoubtedly be towards the emphasis of refined lines in place of the somewhat stocky, inartistic effects which have tended to attract attention in the past. This point is particularly noticeable in such details as collars and lapels, which have been fashioned more slender in effect, snug and graceful.

Rich Materials Employed

Materials for spring garments are richly patterned as a rule, but there is a general toning down in the quietness and plain severity of the linings and trimmings used, forming in the composite a very handsome, harmonious effect. Montreal makers who have embodied these essentials in their spring showings, have confined themselves to the use of Canadian, English and Scotch materials, featuring more especially herringbone effect and Glen-Urquhart plaids.

Greater Care in Designing

A special point brought out by a leading designer was the fact that development in manufacture is also a characteristic of spring lines, which show an unusual care in blending models to designs, with an entire absence of hasty, haphazard construction. Young men's clothes also show remarkable improvement as befits their character, and leading manufacturers have found it necessary to establish distinct departments in their factories to handle this range as a separate unit in order to ensure correctness of modeling.

In answer to an insistent demand for something out of the ordinary run of designs, one Montreal maker has brought out a new vest design cut on the "U"-shaped effect so prominent a feature of American clothes for young men, and predicts that this will be one of the most popular of the coming spring's styles.

Colors

In colors, tweeds in light grays and browns are expected to prove very popular. Blues also will be good and small and medium checks and plaids are included in some showings. Pencil stripes will be as good as usual, and a heavy demand for sport models will undoubtedly be registered as the season advances.

Virgin Wool Replaces "All Wool"

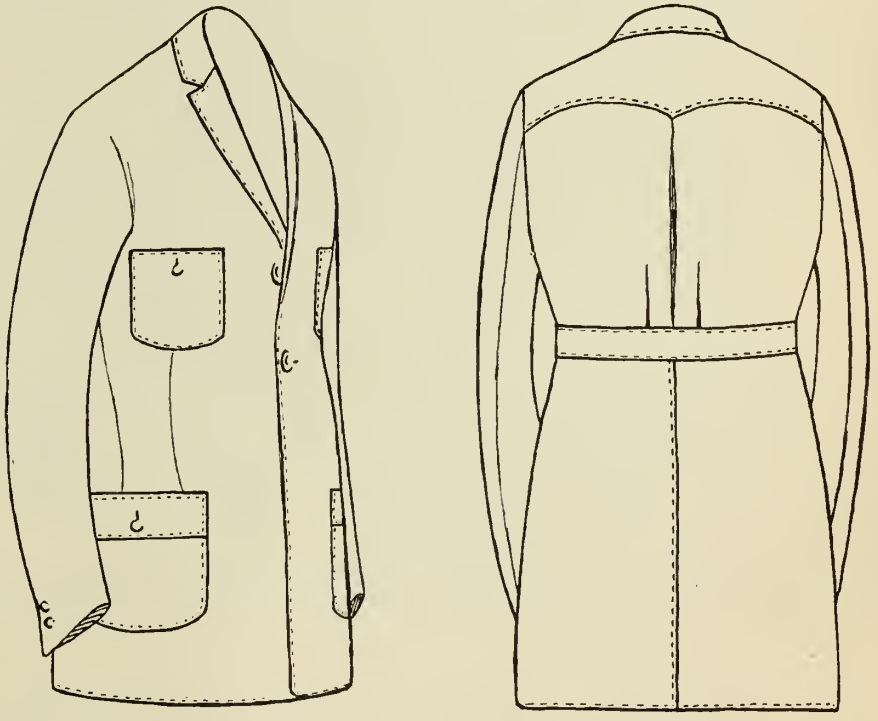
A return to conditions approximating pre-war times has made possible, not only the return of expert manufacture and modeling, but has brought increasing benefits through the quality of materials and dyes used. Virgin wool replaces the so called "all wool," and once more absolutely fast-color dyes of the highest quality are used.

"Vigorously stimulated business" is the watch-word for spring in Montreal clothing circles, "with a re-establishment of pre-war standards of quality and values."

November Issue Of Men's Wear

This issue of Men's Wear Review will be a very valuable one to the readers, especially at this time of the year. There are, in it, many suggestions that will be of use to the display man during the Christmas season. There are some useful suggestions for Christmas showcards, suggestions both as to lettering and actual execution of the showcard. There is also a special article regarding display work for this time of the year.

In addition to this, we wish to direct the attention of display men to the contest we are announcing in this issue, a contest in which cash prizes are given for the best Christmas displays shown.



The Donegal

Sport model coat featured for Spring 1922, with narrow semi-peak lapel and outside patch pockets, shaped yoke in back with inverted pleats to the belt. Open vent from belt down. The coat is cut on slender lines yet provides an unusual combination of comfort and smartness, decidedly appealing to young men. Model shown by courtesy of the B. Gardner and Company, Montreal.

Clerk Can't Sell if He Doesn't Know Goods: Advertising Manager Not Mere Word Coiner

Address by T. T. Kelly of Kelly Sales System to Large Body of Business Men—Some Fundamentals of Successful Advertising and Salesmanship—Gospel of Life Is Gospel of Work.

By Thos. K. Kelly

WHEN all is said and done, the gospel of life is the gospel of work. You have never found a lazy man a genius, because if he were an idler he would not be a genius. That is the reason why I work as hard to-day as I did when I worked in a general store from six a.m to nine p.m., six days a week and cleaned horses and washed wagons after church on Sundays, thirty-five years ago for $1.50 a week.

I realized and appreciated what my boss was doing for me—teaching me to work and think and that this would be the means in future years of keeping the "wolf from the door."

That was the definite reason why I put the best of me into it. I never assume that because I now happen to be the President of the T. K. Kelly Sales System that it will automatically prosper because of its big reputation. My whole attitude toward it is that it must "get over" and that only can be done through hard work and applying the "Golden Rule."

Careless After Success

I have known business men who became careless after a first success, because they felt that their reputation could carry the overhead burden of unsatisfactory service but that burden is always excessive, and in the end they go into discard unless they get back to the faith, enthusiasm and determination that marked their earlier efforts, before it is too late.

The moment a man slacks up in his sincerity, or thinks that he can afford to be slipshod, he sounds his own doom.

In years to come, we'll all feel grateful for the experience we have had the last year, regardless of how detrimental it has been, because conditions are such now that we must work and think and the man who does both is bound to prosper. But, if he works and doesn't think, he'll not reach the goal or, if he thinks and doesn't work he will not accomplish much.

Theory won't go today. The public wants facts quoted in reliable, easy to understand English. That is why advertisements should be written in modern language. That is why they should be written by a man who knows the goods and not by a mere academic word coiner.

Have Truthful Advertisements

A good plan to follow when buying merchandise is to make sure of having truthful advertisements and to advise your clerks to make a list of the chief points of quality and style at the time of purchase from the jobber or manufacturer. This list should be passed on to the advertisement writer. Then your advertisement writer can write intelligent and descriptive advertisements—as describing your merchandise correctly is very important.

Also—how can you expect your clerks to sell goods if they do not thoroughly understand their stock? It is your chief duty as owner of your store, to educate your clerks regarding the quality and style of nearly every article in your store.

In fact first sell yourself your merchandise. Then sell your clerks 100%.

The first thing I do each morning upon arising is to impress myself anew with a greater sincerity and faith in my business, as well as to determine daily for its greater and steadier improvement. Primed to the core with this realization that I have the biggest and best business in the world, I cannot help but pass my enthusiasm, my loyalty, my faith, yes in fact, my deep affection for my work on to my fellow co-workers, associates and employees.

The Meaning of "Selling Himself"

This, in terms of the vernacular, is what a salesman means by "selling himself" first, then his customer, and it is this, my dear merchants, that I bid you do—sell yourself and do it strong, as to the merits of your store and stock. Then you can and will surely in turn, sell your clerks, your customers and all with whom you come in contact.

I regard our early morning meetings as the barometer of the day's happenings, virtually the pendulum upon which swings the enthusiasm and loyalty and unbounded efforts of all my employees in starting their day's work right.

It is this custom I would like to pass on to you. Try it out at your store—not once a week or bi-monthly; but give it an honest-to-goodness fair trial daily for 30 consecutive working days.

Assemble your clerks promptly at 8 a.m. in your office or the rear part of your store; having previously prepared yourself thoroughly the night before on the points you wish to impress.. Take for instance, a sample garment or yardage from three or four of your slowest selling lines in the store. Look at them carefully yourself from all angles; their beauty; their style; their durability; excellent wearing qualities; splendid value embodied therein, etc., and when you have thoroughly sold yourself, start right in with dynamic force to sell your clerks. In this way you can eliminate from your stock rooms and also from the vocabulary of your salespeople, the very term of slow movers as applied to anything specific in stock.

Pass On Information

Then for instance, take your new stock as it comes in from the jobbers. Has it been your custom in the past to delegate the task of unpacking, sorting, pricing and assembling this on your shelves without a word of detailed information to your salespeople as to the relative merits of same?

If so, I beg of you, stop this custom at once! When you are expecting consignments of new merchandise—be the articles great or small, assemble your sales force in advance of the goods' arrival, and elaborate at length and in detail to them upon the reliability of the makers of the goods, the class of stores handling the same brand; the great values therein, and advance style, the beauty of texture, or any one of the 100 per cent. good, impressive salesmanship points which they in turn can, should, and must pass on to their customers.

Because in 90 per cent. of the cases, customers in entering your stores have not in advance, centred their minds on specific goods; but particular brands of goods you carry that they want and need and must have.

Seventy-five per cent. of salesmanship is a thorough knowledge of the product you are trying to sell and the other 25 per cent. is not to follow the same plan in selling Mr. A. that you would in selling Mr. B., for they represent two opposite and diverse types of men.

In other words don't deal in generalities but study the personality of your customer, his likes; his whims; his soft-side; yes even in fact his grouches—for if you listen closely to his opening requests he'll usually give you a key-note to his preferences.

Several men's clothing and furnishing stores in Belleville recently made an unsuccessful attempt to have the council pass an early closing by-law, closing their stores at seven o'clock.

BACK FOR MORE RAINCOATS

S. Z. Fels of the firm of Fels Limited, Montreal, manufactures of gabardine coats, recently returned from a trip to Great Britain and expects to return shortly to the same market in search of high grade materials from English mills. Mr. Fels will also bring back ideas for new spring designs in both men's and women's raincoats.

Million Dollar Dry Goods Sale

Merchandise of Gault Bros. Co., Ltd., of Montreal, Purchased by Greenshields, Ltd. — Old Organizations that Look Back on Long History —Gault Bros. Operated for 67 Years

BY A transaction involving more than $1,000,000, Greenshields, Limited, have purchased the merchandise of Gault Brothers Company, Limited, this completing the most important sale of dry goods stock recorded in Canada.

At one o'clock Oct. 19 when the doors of Gault Brothers Company, Limited, 240 Craig Street, West, closed for the usual Saturday afternoon holiday, there terminated the sales activities of a firm which has been continuously engaged in business in Montreal for a period of 67 years. The sale of the firm's merchandise followed as a result of the determination of the directors to close up the business, a decision which coincided with the desire of Greenshields, Limited, to augment their stocks of dress goods, woollens and a thousand and one articles which that organization sells throughout Canada.

The stocks of merchandise will be removed from the Gault warehouse on Craig Street, West, to that of the Greenshields firm at the corner of Craig Street West, and Victoria Square, the large premises which stand as a land mark for the many thousand pedestrians who daily cross the upper part of the square after the descent or before the ascent of Beaver Hall Hill.

Gault Brothers Company, Limited, will continue in existence until all the details of the business are completed but will no longer engage directly in trade.

The Gault firm was established in 1854 by the late A. F. Gault, a native of the North of Ireland, who formed a partship with the late James Boswell Stevenson, familiarly known as "Jimmie," the organization being known as Gault, Stevenson & Company. The original warehouse was on St. Paul Street. Later Mr. Stevensen retired and R. L. Gault entered into partnership with his brother, the firm then being known as Gault Brothers. The business of the firm was one of continuous growth and eventually led to the formation of a joint stock company.

A Lengthy Service

A striking figure of the present organization is that of James Rodger, the president, who in January next will have completed a continuous service of 50 years with the Gault firm. Mr. Rodger is a native of Montreal, a son of the late David Rodger of the Montreal High School. As the office of the company will be in operation for some months yet, Mr. Rodger confidently anticipates completing his jubilee with the firm.

The present directors of Gault Brothers, Company, in addition to James Rodger, the president, are S. H. Bethune, vice-president; W. E. Cushing, sec.-treas.; Leslie H. Gault, Col. A. Hamilton Gault, D. S. O.; C. H. Alves, H. S. S. Molson, C. G. Mussell and W. A. Williams.

The Greenshields firm antedates the Gault organization by a score of years, having been established in 1834 by the late Samuel and John Greenshields under the title of Samuel Greenshields & Sons. The original establishment was in St. Paul Street, then the heart of business of Montreal and continued in that location until 1852, when it was destroyed by fire. The firm then located in St. Sacrament Street, on the site of the present Board of Trade Building. In May, 1876, they moved to Victoria Square. When the firm changed its location at that time three of the present directors were then employees. These are E. C. B. Fetherstonhaugh, now president of the company, who entered the service in January, 1876; George L. Cains and George B. Fraser, both of whom joined in January, 1875.

The business, which had been growing, necessitated further development and in 1891 Messrs. Fetherstonhaugh, Cains and Fraser became associated as partners with the late E. B. Greenshields. In 1903 the partnership was organized as a joint stock company with E. B. Greenshields as president, which office he held until his death in 1917. Mr. Fetherstonhaugh became president. In addition to G. B. Fraser and Mr. Cains, the other directors of the company are J. M. Fraser, J. V. R. Porteous, W. A. Cooke, George M. Newton, of Winnipeg; Edward Greenshields, Jr. and Graham Drinkwater.

A Disastrous Fire

On December 20, 1898, the Victoria Square premises were visited by a disastrous fire which caused the collapse of the structure. Temporary premises were obtained on St. Helen Street, and when rebuilding operations were completed the company returned to the present warehouse, which since that time has been considerably enlarged.

Above is an exhibition made by The Man's Store, Ltd., of Sault Ste Marie at their fall fair. This exhibition has not only an advertising value, but actual merchandise is sold while the fair is in progress. Speaking to Men's Wear Review with regard to the exhibition and the benefit it was to their firm, Mr. Mitchell stated that, in the first place, the display of the quality and kinds of merchandise handled in their store is of real benefit to them because of hundreds of people seeing it who, otherwise, would not see it at all. Moreover, they sell the merchandise that is shown, though none of it is removed from the exhibit until after the fair is over.

In the second place, Mr. Mitchell said there were thousands of people who passed the exhibition who have never seen their store. After examining the merchandise shown they are satisfied of the class of goods handled and the service that can be given. Each passerby is given a booklet on styles or some other advertising that may have a personal appeal at that time of the year.

The Man's Store have found it a very successful method of advertising and one that is new to the north country.

Eliminating Waste In Industry

Experiment in Montreal Field Proving Successful—Making Clothes on a Scientific Basis—The Use of the Expert Engineer—The Right Length of Thread and the Right Number of Stitches Make a Difference—Improving the Position of the Retailer.

FROM the standpoint of the entire clothing industry probably the outstanding problem that confronts the manufacturer is that of greater production on an efficient basis. There is a difference between "more production" and "more efficient production." In the term "more production" the cost of production may not play an important part. This can be illustrated by referring to the immensely prosperous years immediately following the war when manufacturers were at their wit's ends in meeting the enormous demands of the retail trade. Clothes were selling, good, bad and indifferent; and no one was concerned particularly about the expense in connection therewith. The easiest thing to sell was the expensive thing—and no questions were asked.

The Changed Times

But times have changed; the markets have declined and, we hope, are slowly but surely working themselves back to normalcy. The period of competition will, in all probability, continue for some years to come; and competition involves quality and price as they were not involved two years ago. In this "competition" efficiency is playing and will continue to play an increasing part. Production therefore, is the key to the situation, and the clothing manufacturer is facing the problem of greater efficient production from the garment workers.

Not Trying To Cut Wages

It should be understood that the thought in the mind of the manufacturer is not to cut wages. He is quite satisfied to continue to pay present wages providing the scale of production is increased in a measure to correspond with the ability of the garment worker to produce. Scientific methods that have been tried out in the Montreal field have shown that the scale of production can be increased to the entire satisfaction and happiness of both the clothing manufacturer and his employees. This method goes many steps beyond the method that has been tried in some clothing houses where manufacturer and employees have come together in a mutual agreement to raise the standard of production, where certain scales have been arranged and where the employees have been asked to measure up to them from week to week until a fixed standard is reached.

The Expert Engineer

The beginning of this method is with the engaging of an expert engineer who is competent to the last degree to determine the fastest, the best and the most economical way of making a suit of clothes. He goes into the whole matter scientifically knowing all the ins and outs of the business. He knows how many stitches a garment worker should take to the inch in, for instance, working on the sleeves, the cuffs, the vent and the bottom of the coat. Perhaps the garment worker has told him that 16 coats a day is all that can be done. He admits it—that is, if the work is not engaged in in a thoroughly scientific way. But the scientific way, he says, will increase this number to 24 coats a day. Every moment in the sewing process is studied—the length of thread used to sew with, the length of time it takes to thread the needle, the number of stitches to the inch, the length of time consumed in going to lunch, in attending to those little vanities to which the human species is heir.

To illustrate this more fully. If a certain length of thread is used, it can readily be seen that fewer stitches could be made to the minute. The longer the thread the slower the stitch; therefore, in the interests of scientific production it is necessary that a certain length of thread be used in threading the neede—faster stitching is the result. Again, a garment worker may have been in the habit of making thirty, forty, or, perhaps, sixty stitches to the inch in sewing the sleeves in, in sewing the vent or the bottom of the coat. Scientific production says that there is a fixed number of stitches necessary for each inch of sewing; consequently the garment worker is shown that only this number is required and training soon teaches this exact number. Time is, therefore, saved.

The Result

The net result of this training is, of course, greater production. The mere straining for greater production does not set aside the desirability or the necessity for quality production. These scientific deductions are the combination of efficiency and speed. If many thousands of stitches are saved in the course of the day by the use of just the proper length of thread, just the right number of stitches to the inch, and just the right number of this, that and the other thing in the many operations required to make a suit of clothes it can easily be seen that greater production must inevitably result thereby. And where this scientific training has been given under the wise direction of the expert engineer the results have shown a marked increase in production.

Is Likely to Spread

This system in Canada is likely, is bound to spread. Canadian industry cannot afford to stop short of the most approved methods of manufacturing. It is an expensive operation to train a staff of garment workers along these lines and, according to information which we have received, the time is not, perhaps, ripe for its wide-spread application. Normal times will give this method a better opportunity.

In the meantime, where it has been tried out the results have been more than satisfactory. For a time, there was dissension in the ranks of the garment workers. There was a feeling on their part that it was another form of oppression. But they have changed their minds because they are getting better salaries and have a feeling at the end of the day that they have done their best and have been rewarded accordingly.

To the retailer this is bound to react in his favor. Manufacturers are anxious to turn out clothing at the lowest possible prices so that the lot of the retailer is made easier in disposing of it. But to do this production must be brought to the highest point of efficiency; waste in industry must be cut out entirely. This scientific method is eliminating the waste.

CONDITIONS IN THE WEST

Men's Wear Review notes that W. R. Tendall, mgr. Canadian Richards-Wilcox, London, has returned from a business trip in the West. He reports that conditions in British Columbia are better than he had expected. Greater activity in building is evident there than in the East. In the prairie provinces the deflation in wheat prices has been discouraging and anticipating a rise, farmers stopped handling grain for a while. As seems customary under such conditions, payments are somewhat backward. The political campaign is assuming some importance, reports from rural communities indicating marked development in strength of organizations in the farmers, interests.

A RULING has been handed out at Ottawa that merchant tailors making uniforms for big companies by contracts will be obliged to pay a 3 per cent sales tax. Some of these contracts amount to over $300,000.

Mailing List Through Movie Show

D.A. MacLeod Firm in Calgary Have September Morn Celebration For The Boys—Give Passes to Hundreds of Boys—Celebrate 17th. Anniversary—Some of The Store Principles—Working With Clerks

"SEPTEMBER MORN" commented upon and parodied in so many ways, had a real live demonstration in Calgary not long ago, and it is doubtful if for real action, tip-top excitement, and energy expressing itself with a capital "E", it has ever been surpassed. The demonstration was given by eleven hundred small boys—in as many fantastic shapes and angles as there were boys—and the occasion was the first Saturday morning after the opening of school, the boys gathering in front of the D. A. MacLeod Clothing store at the invitation of the proprietor to see what was going to happen this time. The fact that the McLeod store is in the habit of making pretty good things happen was evidenced by the number of boys; you don't get the ordinary small boy "going," these days for nothing; in fact the store proprietor who can gain the confidence of the sophisticated 1921 boy, who is always on the look-out for a "frost," has probably accelerated his business in more respects than he knows of, for even Mother and Dad have been known to take Sonny's advice, and if a certain overcoat has, according to the boy's mind, to be bought at a certain store, oftentimes the weary parent, even if he holds a diverse opinion, gives in to get rid of the argument.

This particular Saturday morning the boys received passes to the Regent Theatre, the movie house putting on a specially interesting film for their benefit. As they filed in one of the doors of the big McLeod store and passed out the other, they left behind them what the proprietor wanted—a slip with their name, address, age, school and school colors. These slips had been clipped from the MacLeod ad in the daily papers that week and had been prepared at home by the boys, so there was no delay, the slip being exchanged for the theatre ticket, and even though the office had probably one of the most unique files on exhibit, with all sorts of higgeldy-piggeldy characters chasing themselves into the corners, smears and smudges, and all kinds of new spelling—still, it was a file, and a complete one when copied, for trust the small boy to get his own house number correct.

A Monthly Letter

The first of every month each boy receives a little letter from Mr. McLeod—a general interest letter savoring of school sports and events, and if it is foot-ball season for instance a line or two regarding the wonderful suits McLeods have for boys which are guaranteed to withstand the hardest rough and tumble tussle that can be put on. Each month brings its own interest and its own special advertisement, and so the store keeps in touch with the boys.

17th Anniversary

It may be of interest to note here that the McLeod establishment passed its 17th anniversary this summer, and while seventeen years of business may not be an unusual record for the east, or even the coast, the prairie cities have been slower to form business connections, many firms coming and going with real estate fluctuations etc. Calgary is therefore proud of this splendid business which claims the distinction of being the largest retail men's clothing store west of Montreal. The local papers came out with whole anniversary sections in August when the seventeenth year mark was passed, in which the rise of the business, Mr. McLeod's constructive methods of salesmanship and the large staff of fifty members were all splendidly featured.

To anyone interested in running a clothing business D. A. McLeod's experience would probably be of value.

He landed in Calgary in 1904 with less than $200 capital, rather lonely, undecided where to locate, and with nothing but hard work, and no favors before him. Born in Bedeque, Prince Edward County, P.E.I., "Dan" McLeod early showed a business "turn" and a shrewd boy's mind, and when as a lad, he went to Beer Bros., Charlottetown as a helper in their clothing store, he neglected to learn nothing that would be of value to him. He was generous with his services and his time, so much so that he attracted the attention of his seniors, and as a very young man—and much to his own surprise—he was sent on a buying trip to Europe for the firm.

Feeling however, that even a junior partnership in a big firm—which position he held—did not allow scope for enough development of his own ideas the young man struck out for the West deciding on Calgary as a stopping point, and opening his small clothing business in a modest way at first. The store grew with the city and in the first five years went ahead with such leaps and bounds that a branch had to be opened on 8th Ave. West. The expansion has kept pace with the population, till today

Boy's Day at Macleod Bros. Store, Calgary.

this wonderful store, with its well-manned departments is one of the "seeing" points of Calgary.

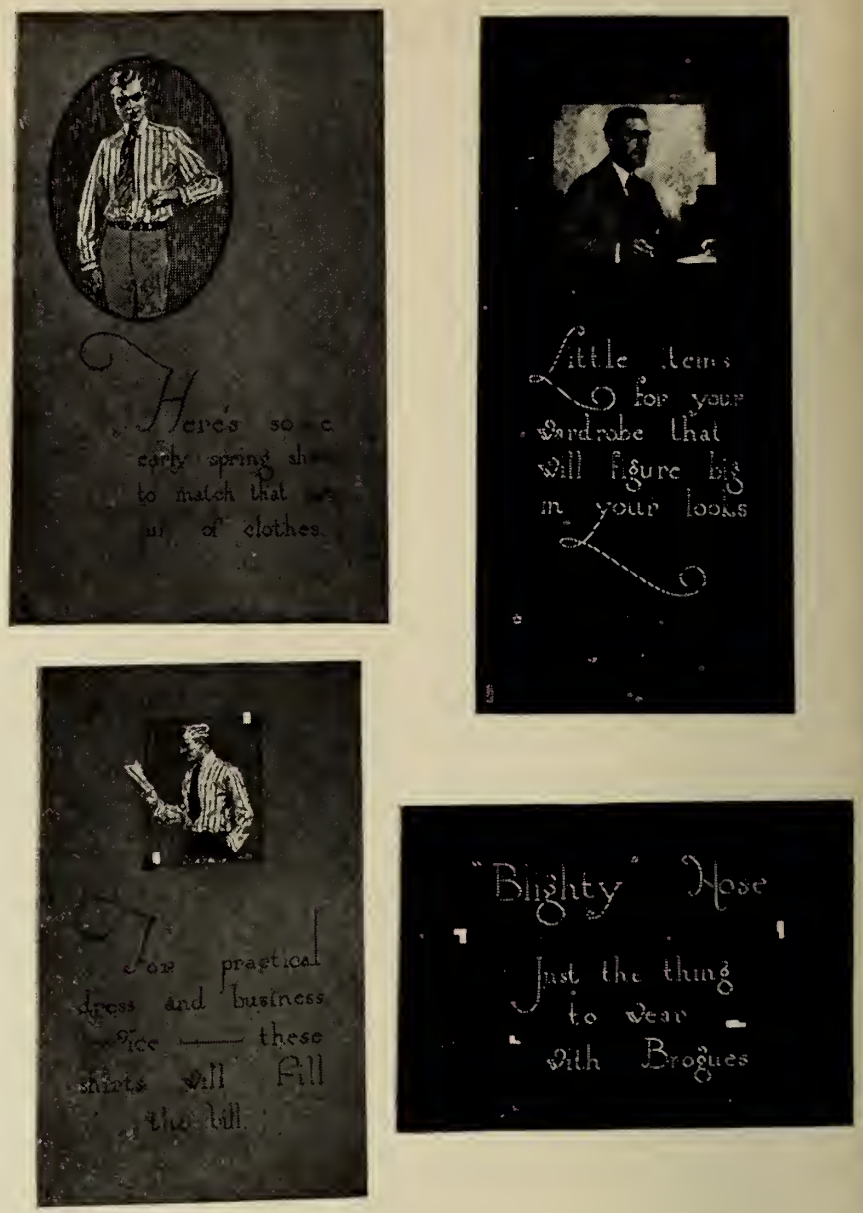
Business Principles

And D. A. McLeod accounts for a large measure of his success by the adherence to certain business principles; first and almost most important to know how and where to buy, then to keep stocks well assorted and all sizes on hand; then to sell for cash only, "Better to have goods on your shelves than on your books" says the proprietor, "credit is the ruination of business." By never arguing or haggling with a customer, by either replacing goods or refunding money you are sure to keep your friends, is another maxim of the store, and of course by paying strict attention to business and paying all bills promptly or by notifying the creditor if you are not in a position to do so.

Clerks Work With Him, Not For Him

Possibly the main secret of the McLeod success though, if an outsider might be allowed to judge, is the splendid co-operation between employees and management. The proprietor axiom "DON'T LET YOUR CLERKS WORK FOR YOU: LET THEM WORK WITH YOU," has assuredly paid dividends in service and loyalty. Mr. McLeod has worked by example and not by lecturing with the result that he has built up a wonderful business organization, with the head of each department as keen on its success as though it were his sole property. The McLeod staff feels that the personal contact between the head of the business and themselves has created confidence and sympathy; they feel that the management wants to help them to become better salespeople, that it will pay them more as soon as they earn it, and that eventually it will help them to become merchants themselves.

So, even to the casual visitor in this huge establistment, the excellent working of the store is apparent; there are certainly no sluggards there, and prompt service is the order of the day. Not only the small boy, but his big brother, his father and his grandfather are all catered to, and it is a rainy day indeed when the advertising manager, Mr. Jack MacLeod cannot think up some new "stunt" which will appeal to at least one member of the family. A tailoring establishment is the latest departure, and it is in process of installation at the present time. What the next ten years—making it the 27th anniversary for the McLeod stores will show—time alone will reveal. Needless to say they will not be standing still with their present owner at the helm. A mail order system is also one of this year's departures, and possibly for all we know—seeing that they are never caught napping— an airplane service and a wireless may follow.



Above are some sample display cards drawn by F. C. Johnstone, display manager of Delaheys of Pembroke, Ontario.

More Advertising and Hard Work

That hard work and more advertising have been the means of increasing their business month after month during the last two years is the testimony of F. G. Burns, Manager of Winter Bros., Halifax, N. S. This firm started in business twelve years ago. Two and a half years ago they were visited by a disastrous fire which necessitated the entire remodeling of the store and the installation of entirely new fixtures. Mr. Burns says these fixtures have been the means of making many sales that otherwise would not have been made. They provide a constant suggestion to the person in the store and show the goods off to much better advantage. Moreover, they assist the clerk to give the customer an immediate and comprehensive selection whether it be in hats, caps, or clothes. Mr. Burns believes that merchandise shown from fixtures appeals more to the customer than if taken out of boxes or drawers where dust accumulates and merchandise has a tendency to become shop-worn in a very short time.

More Advertising

The Winter Bros. firm are doing more advertising now than they have been doing during the last two years. Mr. Burns believes that now is the time to do more advertising because business is harder to get than formerly. He is also a firm believer in hard work and suggests that if many of the merchants who are talking "hard times" would put this energy into their work there would be less cause for complaint. He says he worked hard for a full year to get the results that he is now getting in disposing of his merchandise.

"Store that Deals in Friendliness"

Methods Followed by Duff & Son of Pembroke—Going Warily On New Fixtures—Keeps Close Record of Stock and Sales—Using "Movie" Publicity—Keeping Trade at Home

DISARMING criticism and opposition on the part of customers who are habitually dissatisfied is one of the strong points of the service rendered by Duff and Son, Clothiers and Furnishers of Pembroke, Ontario. The slogan of the store emphasizes the idea, and impresses the policy of the firm through press and personal circulars upon all and sundry. "The store that deals in friendliness," is how it runs, and it goes without saying that the only way to obtain friendship is to show it yourself, and everyone will admit that a business enterprise can cultivate the friendly spirit just as much as can individuals.

In large cities where much of the trade done by the average store is among transients or passers by, the friendly spirit is not so much in evidence for the simple reason that four-fifths of the clientele are not habitual customers, but in the small town of six or eight thousand inhabitants, the instinct of neighborliness is possibly held in higher esteem than even a reputation for being a good business man. Where everyone's personal history is a matter of common knowledge and people have grown up together, the habit of being friendly becomes second nature and is an incalculable asset to the retailer as years go by. Sentiment is commonly held to be superfluous in business relations, and much of the so-called "personal interest" shown by a sales force is palpably artificial and scarcely survives the duration of an ordinary sale. Genuine service implies friendship, which is a very real form of sentiment, and which is also emphasized by the Duff store in the following words, "We have no claim on your money until you are satisfied."

Gets Customer's View-point

"We are not so modern in equipment perhaps as we would like to be," remarked Mr. Duff to Men's Wear Review, "but we recognize that many of our customers look askance upon elaborate fixtures and systems of business, fearing that any such innovations savour of high prices owing to increased overhead expenses. Our store is therefore arranged with due regard to a neat, well-stocked appearance but no attempt is made to introduce the latest ideas in equipment for this reason." But although concession is made to this feeling on the part of their customers, Duff & Son are quick to avail themselves of all the most up to date forms of publicity and methodical records for the betterment of their long established business. Their newspaper publicity is tempered with a freshness and humor that is altogether unusual in a community of the size, and the style of copy would be quite acceptable in a business located in any large city. "Our Customers like this sort of publicity and it certainly brings good results," explained Mr. Duff.

Two years ago the business was transferred to its present location and a marked change in its policy was inaugurated. Instead of being modelled on the style of a general store, its owners decided to discontinue any but men's wear lines, and today they report that business with them has shown a monthly increase in sales without a break or interruption since the change took place.

Window Displays Emphasized

No sales are ever held in the store of "Duffs on the Corner" as it is familiarly called, but the large display window is constantly dressed in such a way as to attract attention from every passer by. Each year, the store has captured a prize for the best window in a certain nationally advertised line of shirts according to population of the town, and residents of Pembroke are justly proud of the publicity which the store attains through its constant effort to render service equivalent to city stores.

Using Movie Publicity

One of the best mediums of publicity according to Mr. Duff, that they have employed is the colored slide at the movie theatre. With an attractive illustration and a few explanatory words, their name is kept before the local movie fans at every performance for the small sum of $2 a week. This idea results

Continued on page 42

An effective shirt trim that won a prize in a nationally advertised contest. It was recently featured by the Duff and Son store of Pembroke, Ontario. This window was said to be the best for the population of the town of any sent in.

Furs as Medium of Exchange

Vanderhoof Merchant One of the Pioneers of Northern Interior—Use of Dyed Horse Hair for Embroidering — Splendid Collection of Basket Work from Indians

"IT MUST have been over a hundred years ago that the Hudson Bay Co. introduced to the Indians the use of dyed horse hair in embroidering their ornametal designs on their moccasins, and clothing generally," said E. Patterson to a representative of Men's Wear Review when he was examining a multi-colored display of this unusual item. Mr. Patterson who conducts a business in men's wear and dry goods in Vanderhoof, B. C., has been in the northern interior since 1913. During construction on the G. T. P. line he had a similar business in Skeena City, or Kitselas, a mushroom city that sprang into existence on an island in the Kitselas Canyon where the freight used to be portaged from the boats below the rapids to those plying above the Hazelton and points further north. When the linking up of steel made river freighting unnecessary, the little city of tents and log houses ceased to exist and now Mr Patterson's business—less picturesque and much less arduous—takes the form of selling fine dry goods and men's wear and ready to wear to the prosperous interior farming community around Vanderhoof.

Furs As Exchange

Where the Ontario merchant would trade with his customers and take eggs in exchange, for butter, the trader in the northern interior will take furs, moccasins and baskets from the Indians to as great an extent as he can use them. Almost every merchant is necessarily more or less of a fur trader. Mr. Patterson has a splendid collection of the basket work of the Indians in that district. He is a keen judge of all this work, having traded on the Naas in the Klondike and elsewhere in British Columbia before coming to the Skeena at the time of the construction.

It is interesting to note that the Indians on the Queen Charlotte Islands had mastered the art of fine basket weaving a century ago. Small specimens of their craft command prices up to a hundred dollars. The weaving is done under water, is as fine as the finest panama hat and the decoration and use of color pigment are artistic in the extreme.

A section of Patterson's Dry Goods and Men's Wear Store, Vanderhook, B. C.

Christmas Gift Table

With the approach of Christmas, Mr. Duff is planning his displays with an eye to the needs of the many women who patronize his store. A tableful of attractive merchandise suitable for gifts, boxed in distinctive boxes bearing the name of the store embossed on the covers, is a yearly drawing card in December. Considerable trade is done with visitors to Pembroke, since the store is admirably located exactly across the street from one of the leading hotels and its windows are brilliantly lighted as soon as twilight sets in, and are irresistibly inviting to inspect.

Anticipating spring business, Mr. Duff believes that the prevailing tendency will be to buy goods as needed, perhaps three or four times instead of in the old way. Conditions in his opinion are still too precarious to admit of any other form of doing business.

The Duff store makes it a practice of keeping the latest things in men's attire as well as the merely staple articles. A few models of smart wearing apparel are always displayed so that local men can feel assured of finding the same things that city men are wearing. There is no fear of trade leaving town when this policy is acted upon, and besides it has a beneficial effect in another way, namely of impressing customers who visit Montreal or Toronto with the fact that their own local clothier is up to the minute in his merchandise.

Keep Trade in Town

The merchant in the small town finds it imperative to keep posted on current styles and conditions in the various markets, both through reading the papers and trade publications. His customers look to him to act as their guide in things sartorial, and if he is not sure of what to advise, he is losing a most valuable opportunity. In the case of the Duff store the merchandise is picked with the one idea of keeping trade in town, and is judiciously selected to appeal to the older man of quiet conservative tastes as well as the younger one who wants something "snappy."

The all-round service rendered by the firm of Duff & Son is thus well balanced in all its branches, and it is a matter of satisfaction to the proprietors to be able to anticipate a better winter's business than last year's, which is not unreasonable in face of the remarkable growth of the town of Pembroke year by year. With no unemployment locally and the prospect of additional manufacturing plants locating there this year, Duff & Son expect to surpass all their previous records for business during the coming winter.

STORE THAT DEALS

Continued from page 41

more satisfactorily than a personal circular according to the senior partner, and will be continued indefinitely.

Mr. Duff believes in maintaining a systematic record of all the sales made in clothing by the store, and can tell at a glance at the end of the month or the year just how much of each line and how many sizes were sold. Without this guide buying of new stock would be much more difficult, he said, because unless a record is kept, a retailer has no idea of how much profit he has made at the close of a season. With small town customers especially, who expect a dollar off here and there, or something thrown in along with a sale of any sort, actual net profit is hard to reckon unless systematic records are kept.

The American Tailors store has recently been opened in Glace Bay, N. S., with a complete line of men's wear and furnishings. The store is under the management of L. Gaum of Sydney.

The Babson Outlook, 1922

Hopes for a Turn in the Tide for Better Business Next Year—Industries First Hit Will be First to Recover—Some Not Yet Hit—Business Cycle Explained

At a recent luncheon given in Montreal, Roger W. Babson, founder and head of the Babson Statistical Organization of Wellesley Hill, Mass., gave an address in which he outlined the business outlook for 1922. He said there were twelve spokes in the business cycle and expressed his opinion that we were now at the sixth which is that people must cut down living expenses, families double up, all of which results in declining real estate prices. This, he says, is the end of the general decline and improvement usually begins at this point of the cycle.

The Business Cycle

1—Every cycle begins at the peak of prosperity, accompanied by large profits and high wages.

2—This is followed by a period of inefficiency, accompanied by declining bond prices.

3—Next is a period of dishonesty and profiteering, accompanied by declining stock prices.

4—Then comes the periodical crime wave with declining commodity prices.

5—Lack of confidence is then everywhere apparent, which results in general unemployment.

6—People must then cut down living expenses, families double up, all of which results in declining real estate prices. This is the end of the general decline and improvement usually begins at this point of the cycle.

Improvement Begins

7—Thrift becomes more evident and this results in declining interest rates, allowing banks to loan money to start new building and again set the wheels of industry moving.

8—The unemployment period always results in greater efficiency, which is evident at this point in the cycle. Increasing bond prices are noticeable at this time.

9—People become more honest, fairer prices are asked by both merchants and labor. We get a dollar in value whether buying merchandise or labor, which we did not get during the period of prosperity.

10—Renewed religious interest is now evident, resulting in restored confidence, greater buying with the strengthening of commodity prices.

11—This followed by great activity in all lines, with labor fully employed.

12—The cycle has been completed; extravagance and waste are again in evidence with high money rates.

How Industry Was Hit

Mr. Babson stated that the boot and shoe industry was the first to be hit by the buyers' strike.

Directly after people stopped buying shoes, they began to economize on all kinds of woollen and cotton goods used in their homes and business generally; the first merchant to feel the effects of the present depression was the retail clothing dealer. The men's clothing industry was hit a very hard blow early in the depression and has not yet recovered. If, however, we have a cold winter ahead of us, there will very likely be a clothing shortage. The building of factories and office buildings came to an abrupt stop last fall. For some time there has been a shortage in homes, but not till a few months ago was building in all lines greatly contracted.

Farm Products Prices

A year ago wheat was selling at $2.50 a bushel, corn at $1.00 a bushel, and other products of the farm at correspondingly high prices. All at once the crash came and today the farmer is the b'uest man in the country. Farm products were the eighth great industry to be hit and will be the eighth to recover.

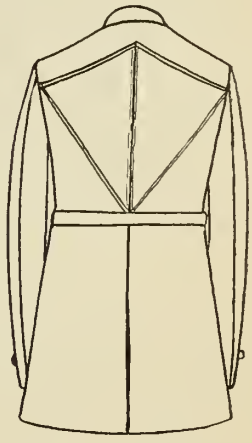
The next industry to be hit was iron and steel. The prices of steel products were one of the last to decline. Steel prices have not yet hit bottom. There is no immediate sign of recovery in the steel industry; machine tools and allied interests are at a very low ebb, with no prospects of an immediate recovery.

Even worse than the machinery products is the shipping industry.

Better Business in 1922

We hope that there will be a turn in the tide next year, but there is no sign of it at present. Of course it is wrong to treat all industries and all sections of the country as a unit. The industries and the sections of the country which were hit first will be the first to recover, but those industries and sections which were last to be hit will be the last to recover. Taking all industries and all sections and averaging them up, we hope the corner in the Babson chart cycle will turn some time next year. On the other hand for years to come we expect to see prices find new low points in each depression, while each high point of the periods of prosperity will be lower than the one preceding.

The great cycles in commodity prices run about fifty years. This country has experienced three distinct such cycles. In these cycles commodity prices go up for about twenty years and then decline for about thirty years. This means a great proportion of America's business men have thus far experienced only the upward movement. The man who has been in business less than twenty years knows absolutely nothing of the movement that this country is going to experience during the next ten to thirty years. It will be a new world to him and a new language to him. He will be obliged to do business under conditions that he never knew were possible.



PARISIAN CREATION

Novelty Parisian Creation, novelty yoke, high cut narrow lapels with very small notch, pinch back, and V shape effect. Open lap seam yoke, four rows of stitching, narrow three quarter belt going into side seams, link buttons both sides buttonholed, slant welt pockets which have a tendency to become very popular. Shown by Sterling Clothing Co., Montreal.

Meeting Competition of the Capital

J. B. Pharand Is Not Content to See the Citizens of Hull Spend Their Money in Ottawa—Methods of Keeping It At Home Have Been Successful and Have Increased His Business—The Store Internal Management

THERE is a peculiar phase to business conditions existing in the city of Hull, P. Que., which probably has no parallel in any other part of the Dominion, and which apparently retards the normal development of local retail business which otherwise would be fully four times its present volume. This phase is best described in the words of a leading men's wear retailer as follows, "We're too close to Ottawa." This condition has had not a little to do with the constant up-hill fight which stores of all sorts have had to put up in order to maintain even a foot-hold in the local business field. Hull in itself possesses a population of over 25,000, and boasts many of the largest industrial plants in Canada among its enterprises, employing thousands of men and women and suffering little from the menace of unemployment which has injured the trade of the average town this year. With all its prosperity and growing importance yet Hull remains in the position of the son of rich parents who has grown dependent upon the protection and assistance of others rather than fall upon his own resources and self-reliance. The people of Hull have only to walk across the bridge to Canada's Capital City and there they may shop to their hearts' content leaving their local stores to get along as best they can.

But not all the stores in Hull are content to accept their fate with resignation. The firm of J. B. Pharand, clothiers and furnisher of Main Street, are numbered among the few who can record an increasing volume of business throughout the past ten years in which they have been in business, and in every branch of the store's activities, progress has been recorded of a kind satisfying to proprietor and to customers alike. Discussing the reasons for the store's rapid growth with a staff member of Men's Wear Review, Mr. Pharand pointed out that business in a city such as Hull depended entirely upon the initiative and energy of the retailer himself, and that if he is to compete successfully with the large and well stocked stores in the larger community close at hand, he has got to study their methods and put them into practice in his own business. He must model his store after the general lines of the most progressive city types and attract custom by exactly similar methods as the biggest shops employ.

In the case of the Pharand store, its growth has been a gradual development from a small commencement in the year 1911 to its present size, now covering two large floors. "We would willingly acquire more space if we could," explained Mr. Pharand, "for our volume of business would justify such action this year, but I do not know if we could obtain larger premises close at hand. I have had to go after business as best I could, although I have had a good many handicaps. For instance, we have only one local paper and that a weekly, which is little or no use for advertising. To feature space in the Ottawa dailies would be not entirely satisfactory, as most of our citizens are French and we do not do much business with Ottawa people. Attractive display windows and a well kept store are my chief assets in attracting trade, and I think I can say that our prices represent the greatest values obtainable anywhere for the quality we carry. Although there are only about three clothiers in Hull yet competition is naturally keen and we are all faced with the necessity of competing with the many big stores across the Ottawa River.

"One of the chief reasons for the continued growth of my store is the fact that all the sales staff share an equal responsibility with me in its management. I make them feel that each one is just as much 'boss' as I am myself, and none but the experienced and ambitious man has any chance to make good here. In selling, buying and handling the different problems incidental to store life, I insist that they shall each assume as much responsibility as myself, consequently, they take the keenest interest in their work, feeling that they are not merely subordinates, but rather vital cogs in the whole machine. I now have five assistants with me in the store, and each one is a specialist in his own line."

The principle publicity outside of the windows, which the store features, is a personal circular mailed periodically to customers as new goods are received. This form of advertising meets the peculiar situation existing in Hull with excellent results, and much trade is done with boys and young men in consequence.

Industrial workers are good spenders nowadays, according to Mr. Pharand, who says this class want to look as smart and well-groomed during their off-duty hours as the wealthy man does in his. While there is little call for formal evening clothes, there is a heavy demand for well-cut, smart business suits of the best quality and workmanship, and customers are quite as finicky about the accessories such as gloves, hosiery and headwear as professional men are prone to be.

The revival of a well-tried suspender. It has been some years since the "Bull terrier" has been seen on the market. The Dominion Suspender Co., Ltd., of Niagara Falls, has recently revived it.

Despite the growing tendency on the part of customers to demand more value than ever for their dollars this fall, Mr. Pharand expects to do an even greater volume of business during the coming season. If the customer demands value, the store accordingly emphasizes this in every possible way. But along with value the store also sells something more. It sells merchandise which embodies the kind of qualities which reflect the wearer's personality, his sense of pride, his personal worth and his responsibility. The whole method of salesmanship is based upon the foundation of the customer's personal pride in himself and his appearance—and the kind of service rendered by the Pharand store is designed to give character and satisfaction to the purchaser.

Imprint of Truth On Every Page

ONTARIO'S Lieutenant-Governor, Col. Henry Cockshutt, himself an outstanding success as a business man, paid an understanding tribute to the business papers of Canada when speaking at a luncheon in connection with the annual meeting of the Canadian National Newspapers and Periodicals Association at the King Edward Hotel, Toronto, on Thursday, Nov. 10, he said:—

"I am especially glad to be with you to-day because I believe that the influence of the business press will be one of the most important factors in re-establishing business conditions in Canada on a safe and sane basis. I make a distinction between the business newspapers and the daily press because I believe that your papers—the business newspapers of Canada—exert a greater influence than the daily press because of the greater confidence your readers have in them. People read the daily newspapers to keep abreast of the general news of the day. They are interested in what is happening around them and they read to satisfy their desire for excitement or interest or entertainment. What they read in the daily newspapers to-day is forgotten tomorrow.

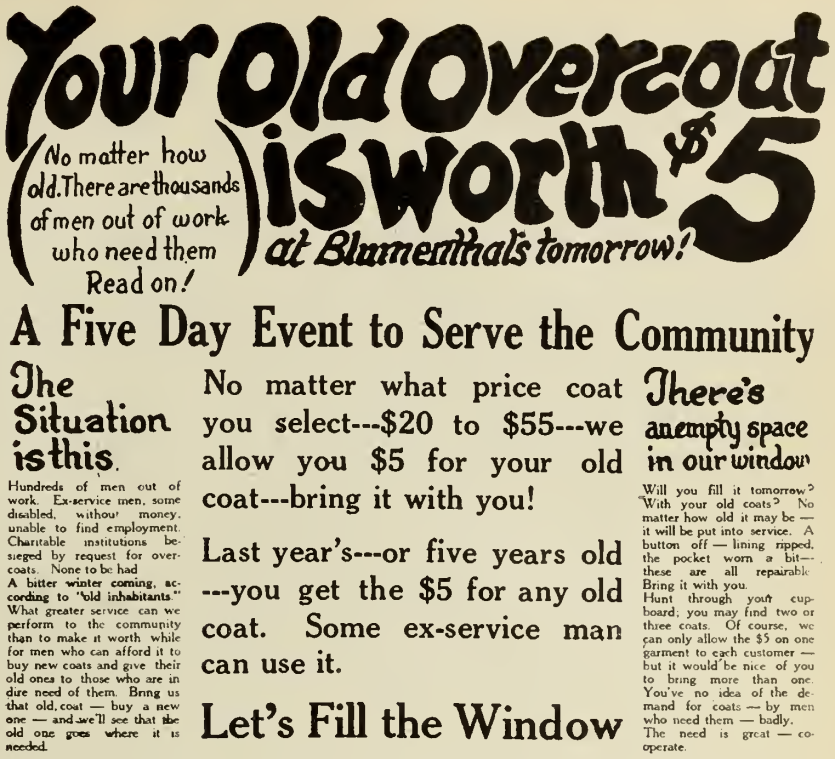
"But this is not the case with the business newspaper. Business men need the service of these papers in the conduct of their everyday business life. I have noted that they usually have a business paper or two in their pocket when they go home Saturday night. I do not say that they read them on Sunday, that I do not know, but I do know that they study them carefully, and that a great number of your readers, will come to their business on Monday morning with some clipping from your paper in their pockets. They will say to their associates, 'This is the situation, I can show it to you in this clipping.' For that reason, gentlemen, I say that yours is the greater obligation, because you are leaders, because you are helping to build up the business fabric of the country.

"You should be very careful that everything that appears in your columns bears the imprint of the truth. You must be sure that the news you give is correct beyond question, because there are thousands of your readers ready to set their business course by the news and advice you give them. I am familiar with a good many of your publications and I can personally attest to their high character. It is of vital importance that this high character should be maintained, and that no effort should be spared to give in your columns the maximum of service.

"In these days when there is disorganization, dissension, disruption in all walks—business, politics and religion, there is a great place for the business paper to bring out more complete information, to assist in making us all realize we must work for a common cause, the upbuilding of our country. The business men of this country need your assistance. They are looking to you for information and advice, and are expecting it. On your shoulders therefore perhaps more than on the shoulders of any other single agency, rests the obligation to meet the needs of these trying days, with a sane and sound presentation of the case as it exists at the present time, a presentation free from private bias, or the desire to serve a popular demand.

"You can, and I believe will be one of the largest factors in helping to bring about a satisfactory readjustment of the business conditions of this country."

We publish Lieutenant-Governor Col. Henry Cockshutt's talk verbatim because it reflects what our journal stands for. We are always adding one more link to our chain of service, and the convention which has just closed was really a gathering of the forces to discuss ways and means of improving and adding to our present policy, so that our readers could be offered only authentic and valuable material.


Your Old Overcoat is worth $5
(No matter how old. There are thousands of men out of work who need them Read on!)
at Blumenthal's tomorrow!
A Five Day Event to Serve the Community
The Situation is this.
Hundreds of men out of work. Ex-service men, some disabled, without money, unable to find employment. Charitable institutions besieged by request for overcoats. None to be had
A bitter winter coming, according to "old inhabitants."
What greater service can we perform to the community than to make it worth while for men who can afford it to buy new coats and give their old ones to those who are in dire need of them. Bring us that old coat — buy a new one — and we'll see that the old one goes where it is needed.
No matter what price coat you select---$20 to $55---we allow you $5 for your old coat---bring it with you!
Last year's---or five years old ---you get the $5 for any old coat. Some ex-service man can use it.
Let's Fill the Window
There's an empty space in our window
Will you fill it tomorrow? With your old coats? No matter how old it may be — it will be put into service. A button off — lining ripped, the pocket worn a bit— these are all repairable. Bring it with you.
Hunt through your cupboard; you may find two or three coats. Of course, we can only allow the $5 on one garment to each customer — but it would be nice of you to bring more than one. You've no idea of the demand for coats — by men who need them — badly. The need is great — cooperate.
This idea is not copyrighted---every clothier in Canada ought to adopt it at once.

Really effective advertising as shown by the above cut of the present season's winter overcoats was successfully linked up with an appeal on behalf of the army of unemployed men of Montreal to whom the purchase of a new coat is at present an impossibility, by J. H. Blumenthal Sons this month. The idea was novel and exceedingly practical, viewed from either angle—charity or personal publicity, and it is very probable that it will be adopted by other stores in other cities, since, in the words of the store ad, "This idea is not copyrighted—every clothier ought to adopt it at once." And the window was filled inside of a day or two, with garments visibly the worse for wear, yet still capable of providing plenty of warmth for months to come. Boys' coats were also contributed, as the store especially mentioned the fact that the same offer applied to these smaller garments, a reduction of $2.50 being made from the purchase price of a new coat. The left hand window of the store was set apart during the week to feature a showing of smart imported overcoats in different designs, but a large section was reserved for the old coats which were heaped to overflowing just as they came in. A large bulletin posted outside the window urged passers by to "Fill This Window."

GEORGES CARPENTIER has given the lead to a new French fashion among men—that of wearing corsets. These are about four inches wide, in fancy stamped leather or embroidered canvas and are advertised as a great aid to the manly form.

In the recent aldermanic elections in the city of Montreal, Ward 8 elected E. Langlois who conducts a men's furnishing business, and J. O. Gareau, president of the J. O. Gareau Co., Ltd.

Greenberg's of Windsor are conducting a "Forced to sell out" sale.

Prince George Men's Wear Dealers Able Public Men

L. B. Baird, a Former Mayor, Now Conducting Successful Business — Were Fourteen Men's Wear Stores at One Time—Carries Women's Shoes and Finds Them Profitable

ONE OF the early haberdashers of Prince George—and still one of the thriving merchants of that city—was L. B. Baird, one time Mayor of that prosperous city. He has stood up against a good deal of competition during the past few years, for at one time there were no fewer than fourteen mercantile merchants selling men's clothing and furnishings. That was in the days before the actual town site had been selected. There was Prince George, South Fort George and Central Fort George. When the railroad magnates announced the town site, the people and merchants of South and Central Fort George moved quickly into Prince George. That was the beginning of the city.

Business Has Grown

Mr. Baird's total stock in trade in those early days would not make a respectable invoice for him now. That is true of almost all those who are prosperous today in these towns. Today, his clothing racks, hat cases, glass-fronted shirt drawers and window fixtures are, in every sense, modern and a credit to any city store. He hopes, in the near future, to re-arrange his windows and stated to a representative of Men's Wear Review that he was getting some useful suggestions out of Men's Wear that would help him make these changes.

Three years ago Mr. Baird added boots and shoes for women and children. "This line goes splendidly with my other lines in this place," he stated. "I also find that I can sell ladies' hose with almost every pair of ladies' shoes, more especially with the shoes in shades other than black. In fact, I find that it takes very little suggestion to add a pair or two of sox to any purchase of men's boots, as well."

It is of interest to know that the men's wear trade in Prince George has contributed some very able public men to the city and state. As has been mentioned, Mr. Baird was, at one time, mayor of the city. H. G. Perry, another haberdasher, was also mayor at one time, and gave this up to become a member of the Provincial parliament. A third man is A. M. Patterson who has served with the council and is now the president of the local retail merchants' association.

Good Business

Big business is being done here now in warm outerwear suited to the life of the trappers, loggers, hunters, farmers and trainmen. Some idea of the magnitude of the fur business may be gathered from the fact that in the last three years over a million dollars has been paid to the trappers in the Fort George District for their pelts.

$600 Worth of New Business in Two Days Adds to Mailing List—It Cost Only $50

Little Plan That Norman Birrell Worked Out In Toronto—The Lure of Gold has an Especial Appeal—The Increase Over Same Days of Last Year—Time Ripe for New Plans

THERE is an allurement about gold that is hard to resist. It has a magical power all its own. Let the word go forth that a new gold field has been found and the heart of the prospector beats faster, his nerves tingle and a restlessness seizes hold upon him that can only be assuaged by the glitter of the gold itself. He will endure hardship that, at other times, he would consider downright cruelty; he will exert himself physically in a way that nothing else under the sun could induce him to do.

"Just Finding The Gold"

Yet, it isn't the gold so much as "just finding the gold"—so the poet of the Klondike tells in his immortal ballads. And, perhaps, it was because Norman Birrell, proprietor of three stores in Toronto—and still on the sunny side of thirty—knew the lure of gold to mankind with his manifold weaknesses that he recently ran a little sale that, in two days, increased his business more than six hundred dollars over the corresponding days of last year. When he opened his store near the corner of Bathurst and Bloor streets a few years ago he gave away a Victory Bond and it paid him to do it. This time, in running his first fall sale, he changed the currency to gold.

The Plan

Mr. Birrell announced through a well circulated bill that every person coming into his store during the last three days of the week would be given a ticket with a number in duplicate. The customer was to keep one half and drop the other in a box. The offer was good for the ladies as well as the men, for Mr. Birrell carries a small stock of ladies' hose. It was left for the president of the Bloor-Bathurst Business Men's Association to draw the lucky number, and the holder of it was to receive $50 in gold. There were no strings attached to the offer. It was not necessary to purchase "goods to the amount of" to receive one of the tickets; a customer was one who bought anything during those three days.

$600 Increase In Two Days

The scheme, through some delay in reaching the people, did not begin to operate till the Friday. It justified Mr. Birrell's hopes and the money it cost for it only cost him the $50 and a little advertising that he does regularly in any account. "I got $600 worth of new business over the same two days of last year," he said to Men's Wear Review. That $600 increase in business cost us only $50 in gold and it was one of the best bits of publicity that we have done for many months. We also had in view increasing our mailing list, and as a result of the effort we added several hundred new names to our mailing list."

These are days when new methods that have an especial appeal in them can be worked with success. The man who sits down and expects that business will search him out is likely to get left with a lot of merchandise on his shelves. It is a time to get out and hustle for business, to show customers that their dollar has a greater pulling power than it had a year ago and that you are willing to give the very best service that it is possible to give. It is a time when the small store with the better service than is given in the big store had a distinct advantage over his big brother. He should take every advantage of that opportunity.

This little story tells how Mr. Birrell got two good days' business by a very simple little plan. In the meantime he got rid of a lot of merchandise and put himself in contact with a lot of new customers.

THINKS MANUFACTURER SHOULD HELP

Mr. A. M. Patterson, men's wear merchant in Prince George stated that many manufacturers are missing a good opportunity to have their goods advertised by not giving the retailer any assistance when he shows a disposition to buy newspaper space and feature their goods. "I don't know how many firms I have written," said Mr. Patterson, "asking for electros or matrices. I'm not surprised that some of the old country firms should fail to keep electros with their agents here, but there is no excuse why the knitting people in Ontario should not have any people in Onthat I am willing to pay to have published; but they do not warm up to the idea. Also I think that where goods are shipped by water, as from Vancouver to Prince Rupert, their shipper should ensure unless otherwise instructed."

Phonographs in a Men's Wear Store

F. C. McDiarmid of Carleton Place Finds It a Paying Line—Does Not Interfere With Other Sales—Keeping In Touch With the Sporting Element—Featuring Christmas Goods

MEN'S wear and phonographs are not frequently found side by side in the average store which sets out first and foremost to cater to masculine wants. Side lines are usual of course, in every store, but as a rule conform to the general business in a more or less definite manner. And when all is said and done there is no logical reason why a retailer should not carry in stock some particular line quite apart from the ordinary run of merchandise, if he finds that in so doing neither affects the other adversely, and can be combined and handled with no detriment to one or the other.

In the F. C. McDiarmid men's wear store of Carleton Place, Ontario, there is abundant evidence of the success of this plan. The familiar fox terrier greets the visitor to the store on the plate glass panel of the entrance, and inside, there is posted conspicuously the latest bulletin of records for the month. At the back of the store, apart from the clothing and collars and hosiery, are ranged the different models of phonographs in positions inviting the playing of any selection which a customer might care to hear. Although no effort is ever made to make a sale of a phonograph to customers who come into the store for the purpose of purchasing clothing, etc., yet it often happens that the sound of a rousing march or a dreamy waltz will attract visitors in the store to the rear, where they will enquire particulars about the machines.

"The Dawn of Shirt Satisfaction" furnished the theme of a very effective shirt display recently arranged by F. C. McDiarmid of Carleton Place, Ontario. The effect of the sun just coming upon the horizon was given by a powerful arc light and could be seen from a considerable distance.

Does Not Interfere

According to Mr. McDiarmid the selling of the phonographs is never allowed to overlap or encroach upon the regular business of the store, but is primarily handled because the proprietor happens to be the sole agent in the town and also because he admits being fond of music himself and enjoys handling his instruments apart from any profit they bring.

The present McDiarmid business dates back as long as sixty years, and has seen three generations of proprietors, all of the same name. Speaking of conditions in Carleton Place to a staff member of Men's Wear Review, Mr. McDiarmid explained that farming trade originally the mainstay of the town, but since the development of the many large textile and other industries which have located there, and the gradual absorption of farm trade in such co-operative ventures as the United Farmers of Ontario, the bulk of local business is done with industrial workers and business men, who require merchandise of the better sorts and are willing to pay for what they need without question.

No complaint as to conditions was voiced by Mr. McDiarmid, who expressed himself as perfectly satisfied with business in general, stating that they not only had a good population of wage earners to draw upon, but also they received orders from the near by towns as well, and had no cause for dissatisfaction whatever.

Mr. McDiarmid has found it advisable to stock the highest grades of the different lines of furnishings and can dispose of all the latest models in sports clothes, etc., to the local members of golf, tennis and hockey clubs, which are numerous among the hundreds of employees of the different mills. Business altogether is better than before the war, said Mr. McDiarmid, and scarcely any store finds it necessary to run a sale to clear out merchandise quickly. Apart from a pre-inventory sale once a year and an annual Dollar Day event in which all the local stores participate, Carleton Place stores do not favour the holding of sales, nor are such necessary in order to promote business.

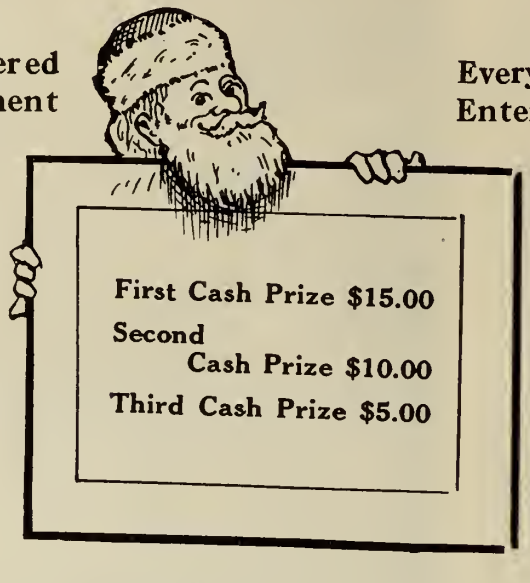
Gifts for One Dollar

In response to an enquiry as to any special methods of attracting business which has proved successful, Mr. McDiarmid said that the most popular plan they had ever tried was in featuring Christmas gifts each year. Their plan is to fill up a window with all kinds of seasonable merchandise nicely boxed and to advertise it with the words "Gifts You Can Buy For One Dollar." Gifts at popular prices are the best sellers, year in and year out, according to Mr. McDiarmid, and both women and men take advantage of the display thus made to purchase sundry small items, which suggest themselves by the showing. At the same time a comprehensive list of Christmas suggestions culled from the contents of the store is hung in a prominent position in the store all through December, and proves a decided assistance to women in search of the right gift for husband, father or brother.

Men's Wear Review Christmas Window Display Contest, 1921

The Prizes Offered Are an Inducement

Every man sending in a photograph stands a good chance of capturing a cash prize. Should he fail in this his efforts will not go unrewarded for the displays in the "runner - up class" will be awarded certificates of honorable mention which he can hang up in a conspicuous place in his store for the public to see. And all photographs containing a selling appeal suitable to the season will be accepted by "Men's Wear Review" for reproduction in its pages.



Every Dealer Should Enter This Contest

Your Christmas Window Displays May Win You a Prize

Every Display Man in every Men's Wear Store in Canada will be devoting special care to his window work this year. More than ever, dealers realize the value of display at this time of the year; it is the suggestion box for the Christmas present seeker. This being the case, there are sure to be some exceedingly fine "trims" in the next two months.

Are You Proud of Your Displays?

There are few dealers who look upon the windows just as space that has to be filled. A well-trimmed window is an achievement of which to be proud, and it is only right that such displays as will be made this Christmas should be photographically recorded for future use. By having photographs taken of your windows you can be storing up practical suggestions for future years and at the same time stand a good chance to

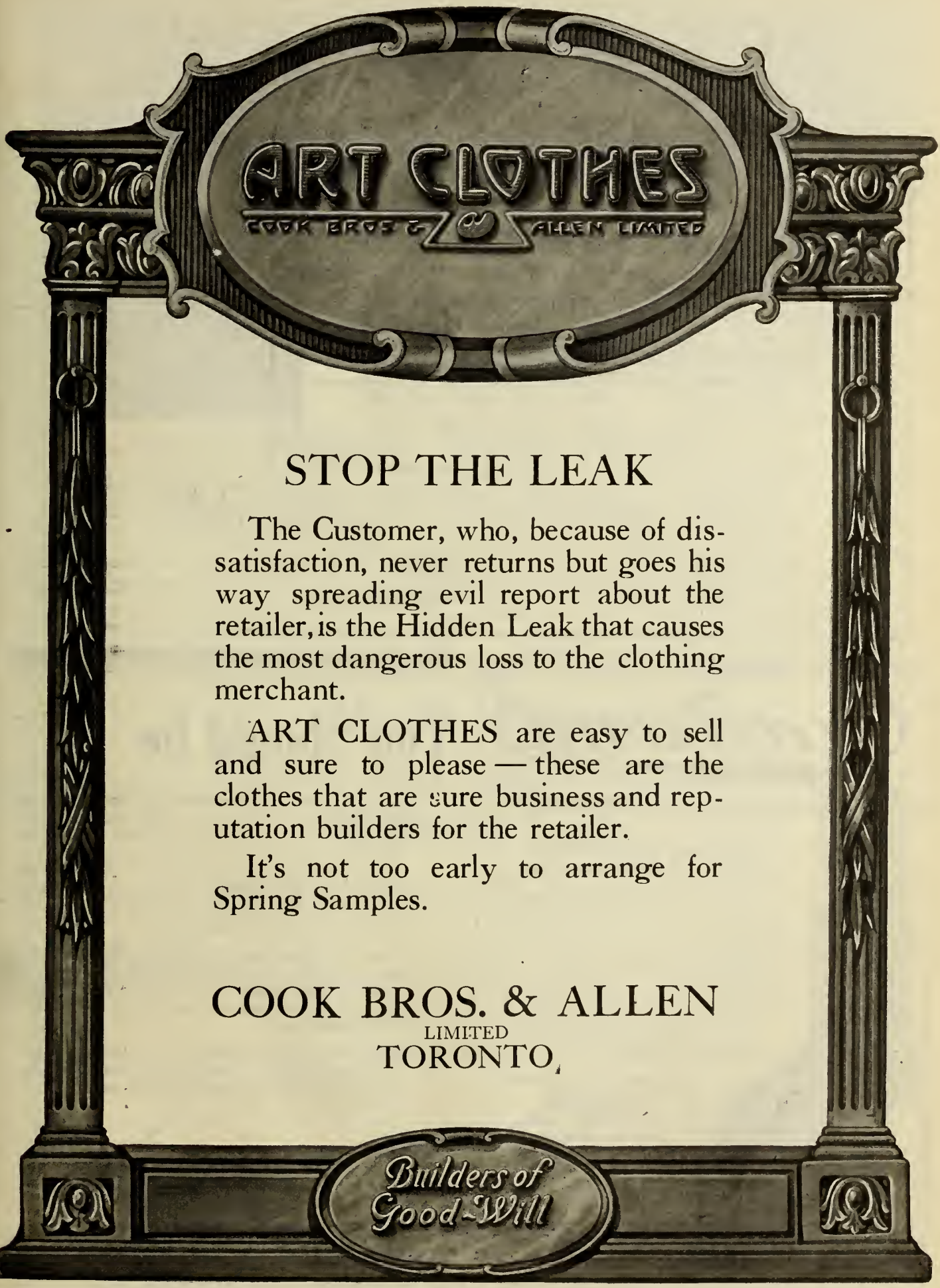
Win a Valuable Cash Prize

that will pay for the photograph and net you enough in addition, to make any efforts you may put forth well worth while. What is more—it will be a distinct honor and a tribute to your ability to carry off a prize or secure honorable mention in

The Christmas Window Contest

being put on for the Canadian trade by Men's Wear Review. Cash prizes of $15, $10, and $5 are being offered for the best window displays of Christmas goods, and certificates of honorable mention will be awarded displays which, while not winning prizes, may be considered worthy of special recognition.

To enter this contest all you have to do is to have a photograph taken of your window and send it to the Editor of Men's Wear Review, 143 University Avenue, Toronto.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ART CLOTHES are easy to sell and sure to please — these are the clothes that are sure business and reputation builders for the retailer.
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Garters of the Satisfaction-Giving kind.

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Made in Cord and Pad styles in a large variety of Qualities and Colourings.

Carries our high standard of make familiar to the —— trade. ——

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Regd. No. 205436.

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"SPHERE" Suspenders and Garters are cut from most carefully chosen materials that will give greatest service.

Always well made and well finished, allowing fullest freedom and comfort.

If not already stocked, send us a trial order through London House or direct.

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Stock Sphere Suspenders it means extra business.

"SPHERE" O.C. (O-so-Comfy). Rigid webbings, button-hole rigid ends and elastic at the back similar to the French style "Sphere" Suspenders are also made in a Large Variety of Artistic Designs, in ordinary elastic webbings and leather ends.

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Men's and Boys' Knit Coats
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Be sure you see our new coat M391. Travellers are now on the road with this range. Be sure to see it.

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Your Market and Your Factory

Your factory is insured—how about your market? The last six months have shown you can rebuild a factory to specification in a given time, but once a market slips away, it's a monster problem to get it back.

And the last six months have been a time of checking up. Merchants are in a process of adjustment; they are picking out lines to concentrate on—picking out live lines on which to build sure business.

It is natural they should choose lines that have paid them well where it was easy to co-operate and work with the manufacturer or wholesaler and it is natural that they should work on the lines they know best.

To most of us our market means the retail store—where the merchant because of his intimate knowledge of his customer's needs recommends and sells what he knows best.

What does he know about yours—you invest in plant, why not invest in your market?

Is he sold on yours? Through MacLean business newspapers, wholesalers and manufacturers are building markets and making salesmen out of merchants and clerks by teaching their selling points—by building confidence in the turnover possibilities of their goods.

Invest in your market through MacLean Business Newspapers, read daily by up-to-date merchants for reliable market and merchandising news.

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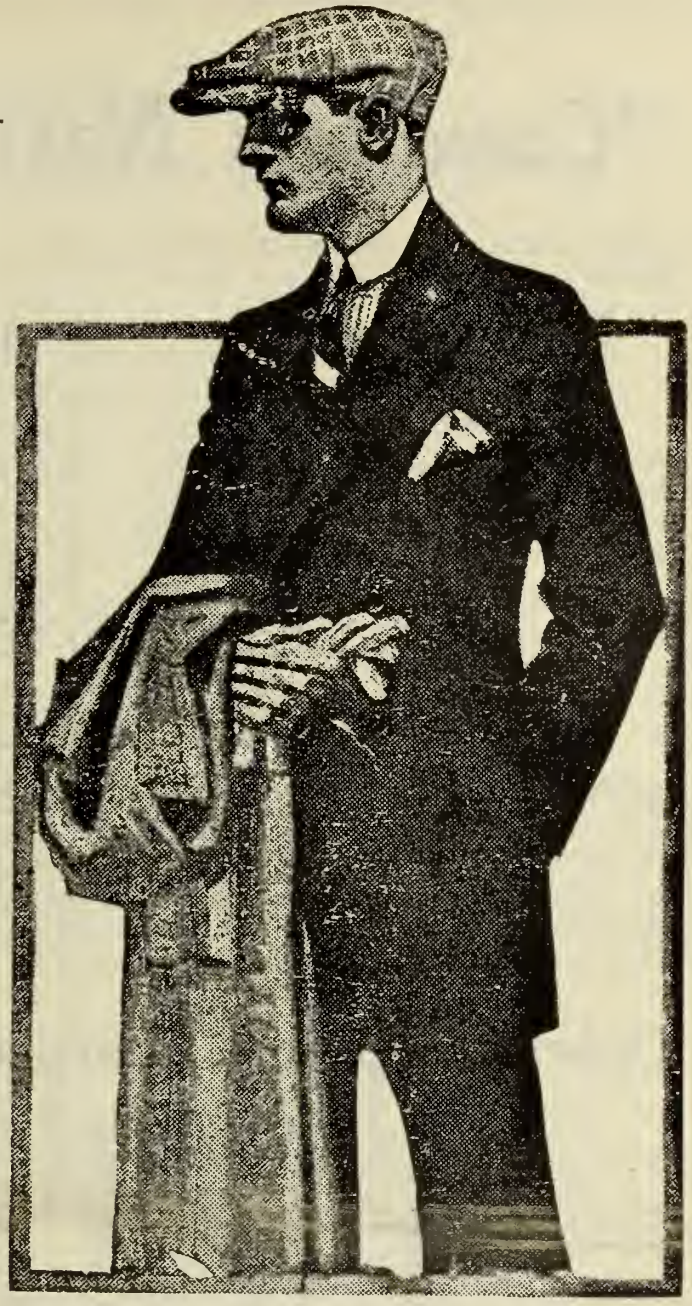
includes every worth-while style of the hour.

Our Line for Spring

will prove how efficient production can be reflected in both price and quality.



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WHOLESALE CUSTOM TAILORS

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"Canada's Next Premier"

No matter which he is—all three possibilities are pen-pictured in

November 15 MacLean's

"Scrutator," a writer of rare analytical power, holds the mirror up to Meighen, King and Crerar. Each of the three is "called up" in printers' ink as true to life as if they stood there separate and distinct in flesh and blood. It is one of the most searching, masterly articles ever written with public men as subjects. It is fair to each—and nothing more; a cold-blooded analysis of the virtues and weaknesses of the candidates in turn. It will surprise you, startle you, tantalize you with its subtleness and depth.

Lt.-Colonel John Bayne MacLean

has been a watcher from the hilltops longer than most of the present-day school of Canadian writing men. As usual, in his article on the Dominion political situation in November 15th issue of MACLEAN'S MAGAZINE, he strictly maintains the detached attitude of the true journalist. But in his survey of the field and the political gladiators there is a warmth and an intimacy with both the men and the situations that could be imparted only by one who has long been a close and observant student of governments both Dominion and Imperial. This article appears under the caption—

"All Three Are Good Men."

"Funny Thing That Tariff"—by J. K. Munro. This number of MACLEAN'S has four timely articles dealing with Big Politics, the whimsical observations of J. K. Munro are, as usual, full of amusement as well as information. Munro just can't help seeing the funny side of politicians and politics. Of Ottawa and Parliament Hill he makes a sort of continuous vaudeville performance. He gets some big laughs out of election activities.

"Our Election Enigma—Women!"—by Agnes C. Laut. How are they going to vote? Are they going to vote at all? Are they going to realize citizenship? These are some of the potent questions asked and answered by one of Canada's leading women authors—Agnes C. Laut. What influence will woman with her vote bear on Canadian politics? Will the woman wage-earner join the ranks of labor when it comes to the battle of the ballots? There is a fund of information for both men and women readers in this right-on-the-minute summary of Miss Laut's.

Other Gripping Features in This Issue:

If you like red-blooded fiction with the tang of the race track in it, W. A. Fraser's short story, **"The Thumb Print,"** is sure to satisfy. It's a case of a pair of sleek double-crossers being neatly double-crossed by what they deemed a rich double-crosser.

"Whose Bride Was Mary," is a delightful, fast-reading short story of perplexing situations from the pen of Ethel Penman Hope.

The first of Rev. R. G. MacBeth's thrilling articles on old days with the Mounted Police, "Policing the Prairies," is given complete in this issue. Learn how the Mounties first invaded the prairies in the days of Indian scalp-takers and white "bad men," and in the face of tremendous difficulties.

Incidentally there are two generous instalments of the serials, "Mostly Sally," by Pelham Grenville Wodehouse, and "The Yellow Streak," by Valentine Williams.

What do you know about "Relativity" and the Einstein Theory?—An illuminating summary of Sir Oliver Lodge's explanation of it is one of the many interesting topics dealt with in MACLEAN'S "Review of Reviews."

"Food Facts You Should Know," by William Fleming French, and the regular departments devoted to Finance, Current Humor and Women and Their Work, complete a number bristling with good things.

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Why not invest profits from your shop and the coupons from your Victory Bonds in genuine securities, news of which you will find every week in THE FINANCIAL POST Investors' Enquiry Service, a feature for subscribers which will give you the benefit of investigators in all the big financial centres? This service is just as if you paid a man $10,000 a year to be your own personal investigator in Toronto, Montreal, Winnipeg—in fact, every city in the Dominion.

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Index to Advertisers

A
Artcraft Cravat Company 55
Atlantic Underwear, Ltd. 14

B
Bradford Dyers Assoc., Ltd. 16

C
Cook Bros. & Allen, Ltd. 49
Coppley Noyes & Randall, Ltd. ... 9
Cluett, Peabody & Company of Canada, Ltd. ..... Front Cover

D
Deacon Shirt Company 14

F
Fashion-Craft Mfgrs. 17
Faire Bros. & Company, Ltd. 50

J
Jackson Mfg. Co., Ltd. 12
Jones Bros. & Co., Ltd. 6-7

L
Leishman, Wm. H. & Co., Ltd. 11
Levy, M. 56

M
Mercury Mills, Ltd. . Inside Front Cover
Monarch Knitting Co., Ltd. 51

N
National Cash Register Co., Ltd. .. 4-5
Niagara Neckwear Company, Ltd. . 3
Northland Knitting Company, Ltd. 10
Nu-Way Strech Suspender Co. 15

O
Oxford Clothing Co., Ltd. 15

P
Parsons & Parsons Canadian, Ltd. . 10
Peck, John W., Co., Ltd. 1-14
Penmans, Limited 8
Punchard-Birrell Company, The .. 13

R
Raven, Wm. & Company 50
Randall & Johnston, Ltd. ..... Inside Back Cover
Reid, A. T. & Co., Ltd. 2
Robe & Clothing Co., Ltd. 12

S
Society Brand Clothes, Ltd. 18

T
Tooke Bros., Ltd. ..... Back Cover
Tutt Clothing Company 53

W
Walter Williams & Company 12
Box 685 56
Box 401 56

WANTED—EXPERIENCED SALESMAN TO ASSIST IN MANAGEment of Men's and Boys' Ready-to-Wear Clothing Department. Apply with full particulars to M. Levy, c/o The Liberty, Hamilton, Ont.

ATTENTION BROKERS AND MANUFACTURERS' AGENTS: STENOGRAPHER WITH CONSIDERABLE EXPERIENCE WOULD like charge of clerical work either to be done at their office or at her own. Apply Box 685, Men's Wear Review.

EXPERIENCED WINDOW TRIMMER AND SALESMAN WANTS position in men's wear store in Western Ontario. Box 401, Men's Wear Review, 153 University Avenue, Toronto.

Broadway BRAND

Clothes
for exacting men

Co-operation | **Value** | **Profits**

Today's Best Selling Styles
—for—
Immediate Delivery

It will prove profitable to you to investigate our Ready-to-Wear garments for men and young men. Such suits here mean Comfort, Utility and exceedingly good style, everything about them points to their dependability and workmanship.

We realize the urgent demand for Young Men's Suits and Overcoats. We are in a position to give you the best material, well tailored and at MODERATE PRICES.

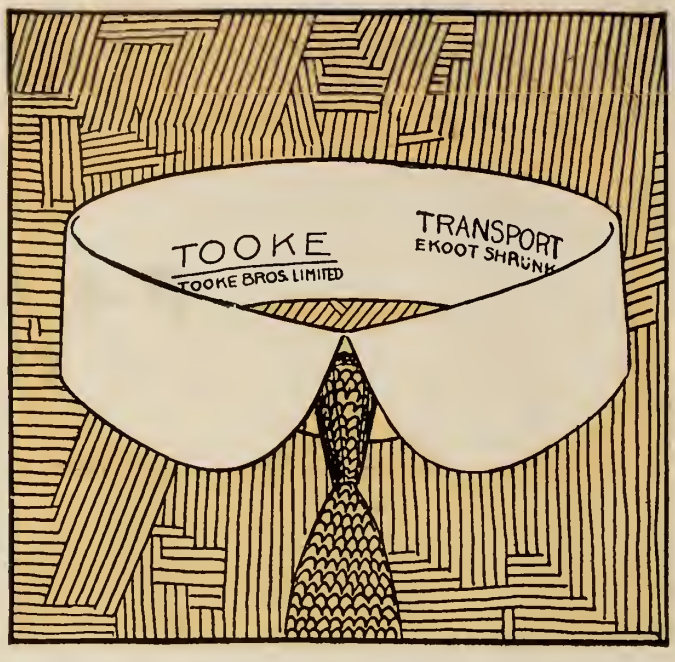
Ready Tailored

Fall Sorting
Spring Placing

Tailored-to-Order

RANDALL & JOHNSTON, LIMITED
TORONTO

"Look for Tooke"



TOOKE TRANSPORT

A Winter Collar of Fashion

No higher compliment to Tooke Transport than its new rival.

No better proof of its correctness for Winter wear.

"Sell Tooke Collars and Collar the Dollars"

Priced $1.90 the Dozen
Immediate delivery from all branches.

TOOKE BROS. LIMITED

Shirts, Collars and Neckwear

MONTREAL
TORONTO WINNIPEG VANCOUVER

Christmas Greeting Number

MEN'S WEAR REVIEW

Vol. XI. No. 12 THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA December, 1921

Greeting

To Our Friends in the Trade—

Christmas Gladness
New Year Happiness

May They Both Be Yours in Abundance

ABERLEY
Knitting Mills
Limited

Manufacturers of Pure Wool Fabrics

70 Bay Street
Toronto

ART CLOTHES
COOK BROS & ALLEN LIMITED

Wishing you a

Joyous Christmas and a
Happy and Prosperous New Year

COOK BROS. & ALLEN
Limited
TORONTO

Builders of Good-Will

A MERRY XMAS

May every merchant and his assistant enjoy the festive season to the full and may the New Year swing wide the portals that lead to increased happiness and prosperity.

May we add our thanks for your liberal patronage of the past year and express our desire to serve you in the future.

The Lang Shirt Co., Limited

Kitchener, Ontario

They're Wearing Them in New York

Men's Knit Top Coats enjoy wide popularity.

Knitted Fabrics were the very newest materials shown in men's top coats in New York's fashion shops last Fall. The advertisements from the New York Times reproduced here show how prominently they were featured.

They will be in big demand in Canada's leading men's wear stores in the Spring and you should avail yourself of the opportunities for profit which are available in this line of coats.

Knit Topcoats

For Men

$24.75

An Unusual Price

For all-round use the knit-fabric coat stands alone. May be worn for every occasion—it bears hard service lightly. And furnishes surprising warmth with little weight.

In Gray, Tan and Shades of Heather Green.

R. H. Macy & Co. Inc.

Herald Square New York

On Sale To-day

LIMITED QUANTITY OF

Men's Knit Fabric Topcoats

—the best all-around topcoats made—

At 29.50

WE were the first to introduce the k... and still feature the greatest ... and the best values ... set-in sleeve models ... with the ... are at ... wanted ...

Broadway **Saks** AND COMPANY at 34th St.

Announce to Begin Today

A SPECIAL OFFERING OF THE WELL-KNOWN SAKS

Knit Overcoats for Men

At 29.50

THE best all-around Topcoats made at a price *far* below their actual worth. No coats are nearly as practical, for they very seldom wrinkle or look the worse for the hardest wear. Smart set-in sleeve models, with large patch pockets, each revealing in its *perfect workmanship* the skill of an organization thoroughly schooled in the making of clothes for the Metropolitan man.

Oxford Grays and Rich Heather Shades

FIFTH FLOOR

HAWTHORN FABRICS

are second to none that are being produced on the North American continent. They are being made up into coats of the newest models by Canada's leading men's wear manufacturers.

We'll be only too glad to give the names of manufacturers who are using Hawthorn Knitted Fabrics for the smartest coats.

HAWTHORN FABRIC

CANADA PRODUCT

The label of dependability in garments made from Hawthorn Fabrics.

HAWTHORN MILLS LIMITED

Carleton Place - - Ontario

Sincerely wishing you a
Merry Christmas
and a Bright and
Prosperous New Year
which may realize your
highest aims

Wm. H. Leishman & Co.

Limited

192 Spadina Avenue, Toronto, Ont.

Makers of the best Tailored Garments for Men

Sincerely wishing you a
Merry Christmas
and a Bright and
Prosperous New Year

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

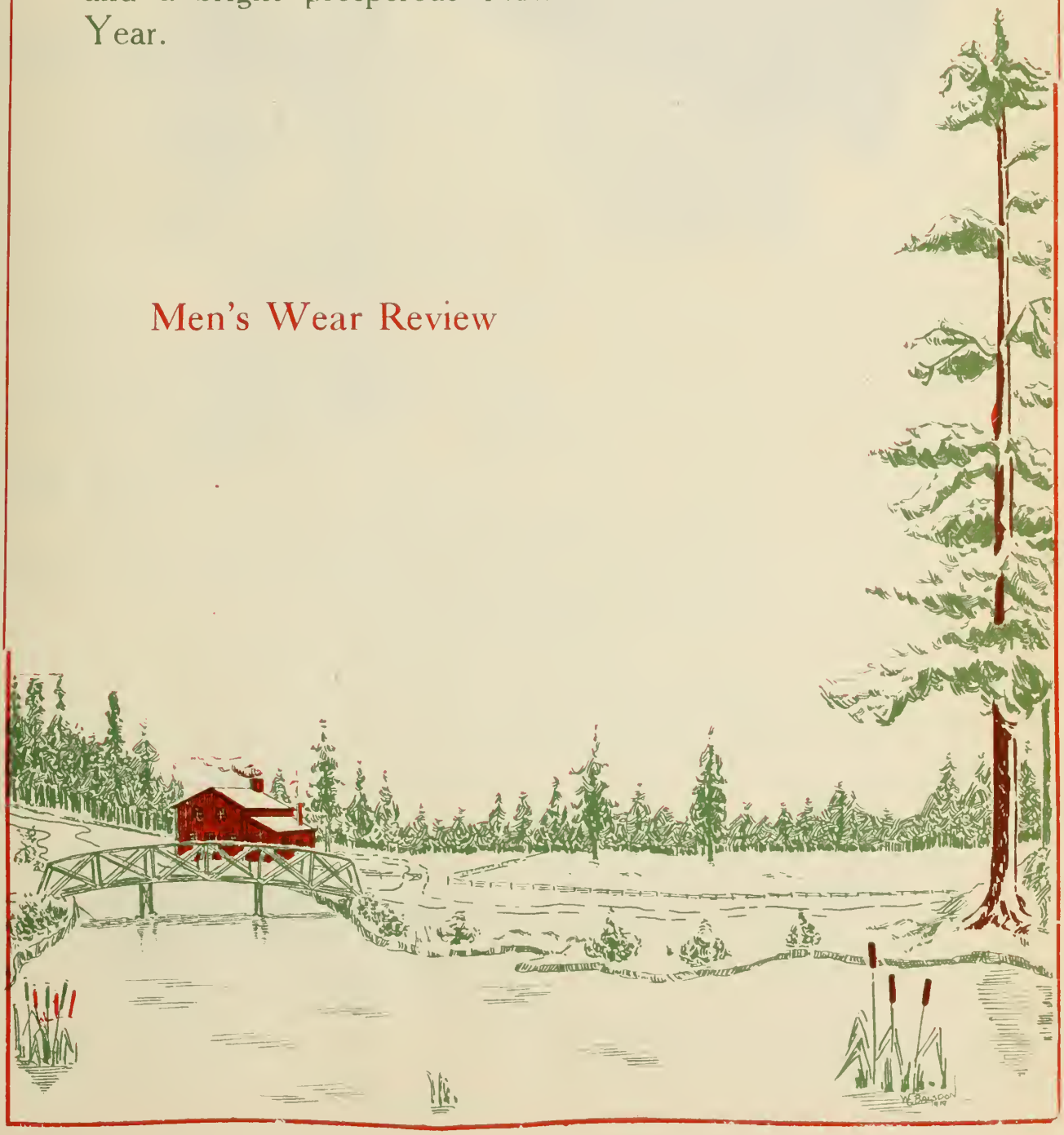
WHOLESALE CUSTOM TAILORS

21 DUNDAS STREET EAST.

TORONTO

At this season of the year when expressions of Goodwill are being exchanged between Individuals as between Nations we wish to extend to our Readers and Friends most cordial wishes for a happy Christmas and a bright prosperous New Year.

Men's Wear Review



Advertising for 1922

Palm Beach advertising plans for 1922 have been completed.

The campaign is now being prepared.

Newspaper and magazine advertising will cover every important point in Canada.

It is by far the biggest advertising campaign Palm Beach Mills have ever conducted.

It will emphasize the advantages of Genuine Palm Beach Cloth.

More about that later.

Palm Beach is nationally advertised

THE PALM BEACH MILLS

Goodall Worsted Company, Sanford, Maine

A. Rohaut, Selling Agent, 229 4th Ave., N.Y.

HAVE you ever stopped to consider that every suit of underwear you sell is either a credit or a reflection on the character of your store,—that underwear is worn morning, noon and night, and your customer is continually either pleased or irritated with it, and that permanent satisfaction is the only sure basis of a permanent trade connection?

The reputation of your store will benefit by handling Penmans Underwear not only because these lines are of the very highest quality in every respect, but also because their quality is so well known to your trade.

Penmans Underwear

"THE STANDARD OF EXCELLENCE"

Penman Limited, Paris. *Also makers of Hosiery and Sweater Coats.* 3T

Bright Spots In The Industrial Outlook

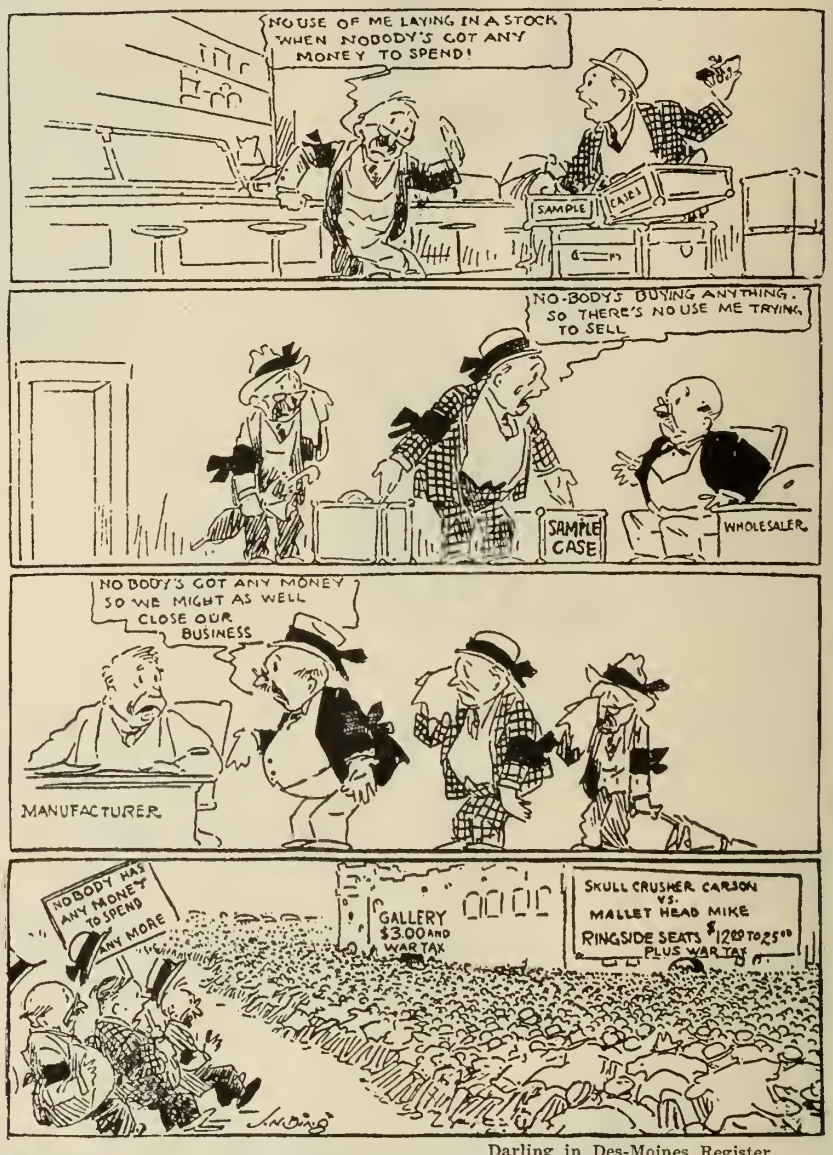
NO. 4

The accompanying cartoon aptly illustrates the lesson we have been endeavoring to inculcate by this series of advertisements, viz., that the present trouble with business is not so much that buyers refuse to buy as that sellers have discontinued their efforts or have made no special efforts to sell. We have given instance after instance of companies who have increased their business this year in spite of the general depression, yet in the very same lines in which these firms are engaged there are others who are bewailing the fact that business has gone to pieces.

Various reasons have been stated by the firms whose records we have given for the gratifying results reported, but one feature is always present, that is, increased sales effort. This is evidently the indispensable method which must accompany every other form of special endeavor.

Business can be secured by energetic salesmanship, judicious advertising to the merchant and to the general public is more essential and more important to-day than ever before. Our contention that where there is a will there is a way has been conclusively proved and it rests with each manufacturer or merchant himself to devise exceptional methods to keep business moving at its normal level or to increase it, instead of being content to sit still and await the coming of better times.

What's Wrong? What's Wrong?


NO USE OF ME LAYING IN A STOCK WHEN NOBODY'S GOT ANY MONEY TO SPEND!
SAMPLE CASE
NO-BODY'S BUYING ANYTHING. SO THERE'S NO USE ME TRYING TO SELL
SAMPLE CASE
WHOLESALER
NOBODY'S GOT ANY MONEY SO WE MIGHT AS WELL CLOSE OUR BUSINESS
MANUFACTURER
NOBODY HAS ANY MONEY TO SPEND ANY MORE
GALLERY $3.00 AND WAR TAX
SKULL CRUSHER CARSON VS. MALLET HEAD MIKE
RINGSIDE SEATS $12.00 TO $25.00 PLUS WAR TAX

Darling in Des-Moines Register

Moral: It isn't the public that has quit spending so much as it is business that has quit selling.

You can send your sales message throughout Canada from Coast to Coast by means of the following MacLean publications, all of which are members of the Audit Bureau of Circulations. Information regarding circulation, advertising rates and fields covered will be furnished on application.

The MacLean Publishing Co., Ltd. 143-153 University Ave. Toronto

Publishers of:-

The Financial Post
Canadian Grocer
Hardware and Metal
Dry Goods Review
Men's Wear Review
Bookseller and Stationer
Canadian Machinery
Canadian Foundryman
Druggists' Weekly
Power House
Canadian Motor and Implement Trade Journal
Marine Engineering
Printer and Publisher
Sanitary Engineer
MacLean's Magazine
Farmers' Magazine

Whether you are Manufacturer or Retailer, make sure of getting the Genuine

"Cravenette" REG.D

Cloth and Garments

by seeing that the "Cravenette" Regd. Trademark is on every yard of cloth or inside of every garment.

It is well to remember that "Cravenette" Regd. is NOT a fabric but a **process,** and any cloth made shower-proof by the "Cravenette" Regd. Process is a Cravenette Regd. cloth, regardless of its texture.

REG.D TRADE MARK "Cravenette" PROOFED BY THE Cravenette Co. LTD

These Symbols are the hallmarks of excellence in the Textile World. See that your shower-proof Cloth, Linings and other fabrics carry these signs of reliability.

BDA

THE BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER 6 OXFORD ST ST PETERS SQ.

BRADFORD Dept. 43 39 WELL ST.

LONDON 128 & 129 CHEAPSIDE. E.C.2.

BDA (COPYRIGHT)

Our Policy—The Golden Rule.
Our Wish—Merry Christmas and Prosperous New Year to all.

KANTKRACK
One Grade Only and that the Best.
One Price to All.
The exclusive patent feature of **KANTKRACK** *Collars insure double Wear.*

We sincerely regret the loss of our Salesman Mr. A. N. Sprague, who died on November 17th, 1921.

He has represented our Firm for over ten years, and this is to advise you, that we will keep the account open and any orders mailed direct to us on or before December 31st, 1921, will be credited to the estate and the regular commission paid to Mrs. A. N. Sprague the fore part of January, 1922.

Yours sincerely,
Parsons & Parsons Canadian, Limited.
Gen. Mgr.

Parsons & Parsons Canadian Limited
Makers of Composition Collars and Cuffs
Est. in U.S.A. 1879 HAMILTON, CANADA Est. in Canada, 1907

OXFORD CLOTHING CO., Limited

MAY CHRISTMAS BELLS RING OUT
THEIR TRUE MESSAGE of HAPPINESS
TO YOU ALL

We wish to thank our many friends for their hearty support during the past year and extend to them sincere wishes for a Happy, Prosperous 1922.

OXFORD CLOTHING CO., Limited
King Street and Spadina Ave., Toronto

Thanking you for your valued patronage in the past, and wishing our many friends
A MERRY CHRISTMAS
and a
Happy and Prosperous
NEW YEAR

And Now for a Bumper 1922

Anticipating that next year is going to be a REAL BUSINESS YEAR, we will be "On the Job" early.

Our Representatives are going out again early in January with a big range of

Everything in the Better Class Lines of Men's Clothing for Spring.

Paying particular attention to

SPECIAL ORDERS.

Watch for Them

A. E. Richardson & Co.

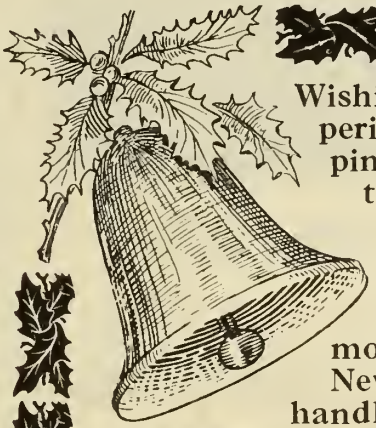
172 Simcoe Street - - Toronto

The Better Your Forms and Fixtures the Better Your Sales Will be Next Year.

No. 832
Handkerchief Stand

We Wish
You One and
All A Merry
Christmas and
Even More
Prosperous
1922

Dale Wax Figure Co., Limited
86 York St., Toronto.



Wishing you Prosperity and Happiness during the coming year.

You can be assured of a most profitable New Year if you handle

LION BRAND BOYS' CLOTHING

You will find them fine sellers and very profitable to handle, the kind that makes steady customers of your transient trade.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO
Factories at
Clinton, Goderich, Exeter and Hensall

Sells Steadily

EVERY time you sell an Atlantic garment you can meet the purchaser's demand for a moderate-priced suit that will give excellent wear with absolute comfort.

Sold in a large range of different weights and qualities.

ATLANTIC

UNSHRINKABLE

The UNDERWEAR *that Overwears*

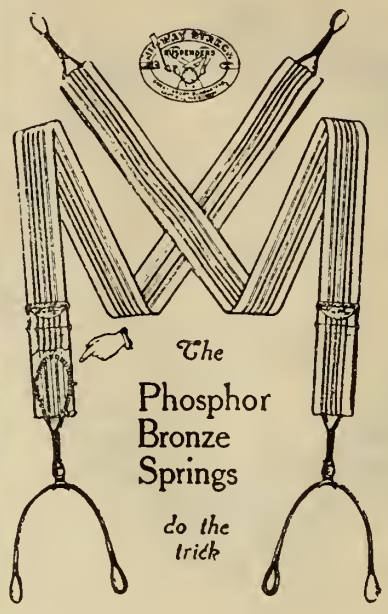
ATLANTIC UNDERWEAR LIMITED

MONCTON - - N.B. 33

E. H. Walsh & Company

Montreal & Toronto

Selling Agents for Quebec, Ontario and Western Provinces



We extend the Season's heartiest Greetings to all our customers present and prospective.

Your customers will appreciate this style of Suspender because it is built for service and has come to stay.

Nu-Way Strech Suspender Company

MANUFACTURERS

St. Thomas - Ontario

Pure Irish Linen Thread

Manufactured by

Island Spinning Co., Ltd.

Lisburn, Ireland

Why Not Use The BEST?

Write us for Samples and Quotations

"FOUNTAIN BRAND" THREAD has been proven a winner, time and time again—for evenness, strength and durability.
We extend to you our best wishes for Christmas and the New Year.

Sole Agents for Canada

WALTER WILLIAMS & CO. LIMITED

MONTREAL, 508 Read Building

TORONTO 20 Wellington St. W. QUEBEC 533 St. Valier St. VANCOUVER 217 Crown Building

GIMP YOUR PATTERNS

With Hardaker's "EASICUT" Machines
Economical, Fast, Practical, Neat.
E. W. McMARTIN
45 St. Alexander Street. - Montreal

WANTED—EXPERIENCED SALESMAN AND BUYER TO TAKE charge of Men's and Boys' Ready to Wear Clothing Department. Apply with full particulars to M. Levy, c/o The Liberty, Hamilton, Ont.

A YOUNG MAN—With ten years' experience in the clothing and furnishing business as buyer, window trimmer and card writer. Desires to change his position. At present employed. Excellent references. Apply to Box 765, Men's Wear Review.

Have you renewed your subscription to MEN'S WEAR REVIEW for 1922 ?

"Craftana"
Registered No 262.005

THE HALL-MARK OF
Maximum Comfort and Durability at Minimum Cost.
FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

Good Times Just Ahead

PROSPERITY is within our reach in Canada.
All we need to have and to hold it is a sane, sure grasp on its simple elements.

They are Industry, Integrity, and Faith.

These are the cardinal virtues of human relations. They are the underpinnings of healthy, natural business life and the foundation of a wholesome social system.

They are the fountainhead from which Progress springs. A well-known business economist has called them the "Fundamentals of Prosperity."

Your purchases are an expression of Faith. They are evidence of your Industry. Make them confidently from business institutions of Integrity.

Buying is the backbone of prosperity. An active market means more employment, steadier earnings; benefits are passed around.

Wise spending gives stability to earning and for that reason is far-sighted thrift and sound economy.

The call of to-day is for cheerful thinking, willing working and constructive action by you —everybody—NOW.

To-morrow's change for the better will come about through the combined efforts of each and every one of us.

By sheer force of numbers and co-operation, by the high power of heart and mind, we can put Business on a firm, stable basis.

We can do this because all of the material factors making for better business are right.

Let us link our faith with industry, our vision with courage, and forge ahead.

Let's make an uncommon effort toward a common end—Good Times.

Canadian Handkerchiefs, Ltd.

MONTREAL

DISTRIBUTORS TO THE WHOLESALE TRADE ONLY

Beg to Announce
Complete Lines of Handkerchief Samples
Ready for Season 1922

MEN'S	LADIES'
White Cambric	White Lawn
White Linen	White Linen
Colored Woven Border	Dyed Cambric
White and Colored Initials	Colored Woven Border
Silk	Initials
Bandana	Embroidered,
Khaki	plain and fancy packing

SELLING AGENTS:—

PROV. OF QUEBEC
MARITIME PROVINCES
W. F. MACOUN,
MONTREAL

ONTARIO
W. R. BEGG & CO.
TORONTO

WESTERN CANADA
E. H. WALSH & CO.
WINNIPEG
VANCOUVER

Men's Wear Review

VOL. XI. DECEMBER, 1921 No. 12

Glance at The Old—Peep at the New

THE CURTAIN falls on the year 1921. It is a time for retrospection and introspection—a glance at the old and a peep at the new. He who has not learned his valuable lessons during this year of extreme difficulty in merchandising has wasted twelve months of possible experience that could serve as steadying guide posts for the future. The man who is a pessimist to-day is the man who has not applied every ounce of energy, every fibre of intellect to the business problems of the year just drawing to a close, and, therefore, stands on the brink of the new year with fear and trembling. In passing through what the closest observers believe to be the worst period of the readjustment, he has failed to note its lessons, he has missed the inspiring thrill of victory that comes with the stern battle in which seemingly irrecoverable ground has to be given in order that the banner of triumph may finally be raised. Or to put it in another way: The man who has not taken losses on all lines of merchandise that have shown a decline during the year 1921 and has not, therefore, got them down to a replacement basis is the man who peers into the coming year with even greater misgivings than he had a year ago. He is not the pessimist who looks upon the coming year as a continuation of the battle royal, as a year of hard fighting, as a year of extremely keen competition. The past year has helped this man to gird his loins with new equipment for the fight, and the curtain rises on 1922 for him with heart unafraid. His eye is clear, his nerve steady, his step sure. There will be no faltering, no wavering in the ranks of his army. The battle will be worthy the mettle of his steel, but the victory is sure and certain.

The Decline

In this issue we trace rather clearly the trend of prices during 1921. It has been the downward trend throughout. He would be a venturesome prophet, indeed, who at this time would issue a decree with regard to the future of prices; but he would be an equally stupid observer who could not see that we are nearer stabilization than we were twelve months ago. To the retail merchant that means a good deal. With a careful buying policy, with his finger ever upon the pulse of consumer demand he can look forward to the coming year as one devoid of those serious losses that were inevitable at the beginning of 1921. Merchandising during 1922 is much nearer the point where it is a simple matter of regulating buying policy, overhead expenses and profits than it was twelve months ago; in very many cases it is now that problem, and that only. There may have to be some paring, some trimming of the sails to suit the wind, some shaving of the margin of profit—but the profit is there because stocks are well cleaned up all along the line and it is now a question of mere buy and sell with dividends as a legitimate reward for the day's work.

Manufacturers claim that, with costs as they are at present, the cost of production cannot be lowered. It is undoubtedly a fact that many manufacturers have been operating at a loss for some time to keep things going. There is likely to be less of this in 1922 than there was in 1921, and one of the interesting developments of the coming year, we think, will be some readjustment of productive costs. Whether it will mean a lowering of wages in many industries, a return to the more general application of the price work system, or greater production on the part of the workers remains to be seen. It is safe to assume, however, that whatever readjustment there may be in productive costs the ultimate effort on consumer prices will likely be gradual rather than sharp and disturbing.

The Future

A peep at the new year is about as much of it as we can see and draw any definite conclusions from. To begin with, Canada is favored, above practically every other country in the world. The development of this country is still, as it were, in the cradle, and our prosperity is simply a matter of time. Sooner or later our broad, untenanted acres will be sought by peoples who have little or no place in the sun, and it rests with the statesmanship of this country to see that only willing hands, strong arms and sound brains find the golden way to these unclaimed areas. At the same time, we should not overlook the fact that we are of the comity of nations of the world. We are susceptible to world conditions, world movements, world disasters. It would be illogical to expect this country to enjoy her full measure of prosperity so long as the rest of the world is in turmoil, though it is not difficult to see why we should be and are in better circumstances than other countries. With the leading statesmen of the leading world powers sitting or planning to sit at conference tables to discuss and, if possible, to bring to a happy conclusion many of these problems that undoubtedly block the ordinary progress of the world's business, there is assuredly cause for hopefulness and courage that the in-coming year will see international relations established on such a basis that the world's business affairs will be conducted without further disturbances or interruptions. When that time comes, Canada, among all the nations, stands to benefit the most.

Year 1921 Has Seen a Marked Decline in Many Lines of Men's Wear in Montreal Field

Period of the Great Readjustment Has Proceeded to Point Where It Can Be Said Prices Offer Tempting Bait to Consumer—Tables Showing Declines in Several Lines—A Glance at the Outlook

IN ITS editorial retrospect of the year 1920, which appeared in Men's Wear Review of December the same year, the coming twelve months were aptly described as "the period of the great readjustment." These words were nothing short of prophetic when viewed in the light of actuality, as borne out by even a cursory examination of the trend of prices in all kinds of commodities connected with men's clothing or furnishings.

The attitude generally accepted relative to conditions at the close of last year was that the industrial world was on the verge of a great period of deflation, during which prices generally regarded as fictitious would come down to a basis commensurate with their replacement values. This forecast was remarkably accurate, because in November practically all leading lines began to show marked revisions, which were again repeated in the spring for fall offerings and yet again in the fall in anticipation of spring 1922. Here and there, a certain inequality existed in the degree of revision, but at the present time, with scarcely more than one or two exceptions, the opinion is expressed that stabilization has been reached for some time to come at least.

Men's Wear Review also emphasized the fact that price reductions would not necessarily imply anything unless better values accompanied announcements of generous revisions downward. Retailers were advised to see that they got values commensurate with the prices quoted in lines of men's wear by the manufacturers at the close of the year 1920.

From a number of leading retailers in Montreal, the opinion was unanimously expressed that not only had price reductions been satisfactory but values had increased in a corresponding ratio. From the manufacturers themselves, came the confirmation of all that had been hoped for earlier in the year, and significant of the spirit which prompted the acceptance of conditions as they were. "We recognized the necessity of following the markets as closely as possible," stated one prominent manufacturer to Men's Wear Review, "and I think I may say that fully 80% of our manufacturers followed the downward trend and made huge sacrifices irrespective of their own made up stocks. It was our endeavour to protect our customers in each successive cut, and we felt that many retailers had no justifiable claim in expecting that we should protect them to the extent of refunding on merchandise previously accepted. No class of manufacturer in Canada have faced such conditions as have the clothing manufacturers, who have struggled against odds almost too great to be described. Yet what is the outcome after twelve months of sacrifice? Our products are now offered at prices which represent a closer margin of profit than ever before. and lower basis than any other line of goods, and this in the face of abnormal labor costs, and increasing overhead all round."

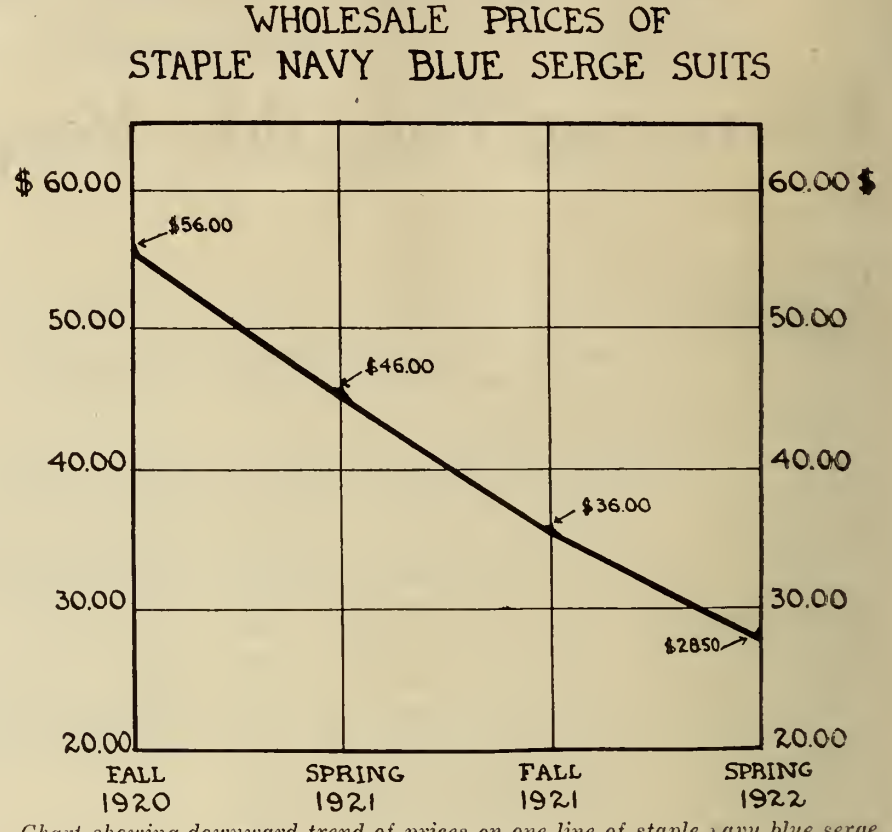


Chart showing downward trend of prices on one line of staple navy blue serge.

How Clothing Prices Declined

To substantiate his claim this manufacturer supplied the following figures which demonstrate clearly the remarkable change which has occurred.

In Fall 1920 the forthcoming spring lines were priced at:

$18 for a popular priced suit, the same suit for spring 1922 is $11.

$33 for a medium grade suit, the same suit for spring 1922 is $22.

$45 for a better grade suit, the same suit for spring 1922 is $32.50.

$48. for a high grade suit, the same suit for spring 1922 is $35.

A corresponding comparison was drawn between the prices of boys' suits now and in the fall of 1920:

Prices for spring 1921, $10. is now $6. on popular priced lines.

Prices for spring 1921, $11.50 is now $7. on medium grade lines.

Prices of Spring 1921, $16 is now $11 on best grade lines.

Overcoats

An even greater decline was noted in the different ranges of overcoats:

Popular priced coats $25. in 1920 are now $17.

Medium priced coats $28. in 1920 are now $20.

Highest priced coats $56. in 1920 are now $40.

Thus it will be seen that the peak price was reached in the fall of 1920 and declined sharply for spring 1921 and again for fall 1921, bringing the present percentage down to a level based exactly on today's market.

Another Montreal manufacturer supplied Men's Wear Review with further proof of the liberal reductions effected between the three seasons elapsing between fall 1920 and spring 1922:

Staple navy blue serge suits sold at $56. in Fall 1920.

Staple navy blue serge suits sold at $46. in Spring 1921.

Staple navy blue serge suits sold at $36. in Fall 1921.

Staple navy blue serge suits will sell at $28.50 for Spring 1922.

Retail Prices in Clothing Followed

The basis of comparison in retail prices as evidenced by one or two leading retail stores shows a markdown in price on high grade suits from $75 retail in December of last year to $55. at present for the same grade suit. The wholesale price on this particular suit $48. then and $35. now.

Underwear Took Big Drop

Leaving aside clothing, there are many other interesting differences to observe between last fall and now. In underwear the most spectacular drop occurred. Balbriggan shirts and drawers which were $9. in fall 1920 have dropped to $6.50 at present. Merino or plain natural wool declined from $30 to $19.50 and are now quoted at $20 for the coming spring. Natural heavy ribbed underwear which was quoted at $18 for fall 1920 is now only $10.50 and represents 50% better value than the former price for the reason that a far greater percentage of pure wool enters into the composition of heavy underwear than was formerly the case.

Hosiery

Hosiery in cashmere, cotton and silk, also reflected the downward tendency to a noticeable degree, as the following table shows:

Cashmere hose in Fall 1920 were $16.50; now $8.

Cashmere hose in Fall 1920 were $9.; now $4.25 (lower grade.)

Cotton hose in fall 1920 were $2.75; now $1.75.

Art Silk hose in Fall 1029 were $13.50 now $9.

Mercerized cotton hose in Fall 1920 were $7.50; now $4.

Shirts

The decline in branded shirts became prominent following the declaration of new prices by the leading textile companies last fall. Lines of standard 60-64 percales opened last fall at $21 and this fall opened at $12. But consequent to the increase in the raw material, the spring price will be $13.50 on all the branded lines. Zephyrs which were quoted at $39 for the corresponding month of last year are now $27 but will be $30 to replace next spring. Silk shirts in finer qualities which formerly commanded $108 in fall of 1920 dropped down to $72 last spring only to rise to $84 for next spring's selling.

Hats and Caps

Headwear of all kinds, both imported and domestic, followed in the wake of the other branches of trade. A leading Montreal importer of British made hats stated that in December of last year his best line sold at $108 a dozen as against $63 at present. This represents a gradual decline from peak to low level, not a spectacular drop. Domestic hats of course never reached the same height but have gone down in accordance with replacement costs. Last years price was $45 as against $30 at present. Cloth caps of domestic make sold at $36 in the fall of last year but may be replaced at $24. Future prices on felt hats are uncertain at present because of the sharp advance noted this month in the raw fur market, quotations being received showing an advance of 60 cents per pound for raw fur. An important feature in the hat industry recorded during the past twelve months is the abnormal falling off in demand evidenced throughout the country, so that factories are almost quiet and orders are discouragingly few for the coming season.

Collars

The most disputed commodity in the men's wear line from a price standpoint was undoubtedly the collar, both in soft and starched varieties. Owing to the fact that most leading lines are handled by wholesalers before they reach the retail market, there must inevitably be an increase in cost to the consumer, by reason of three things essential to distribution. The manufacturer insists upon his twelve and a half cents or more as the case may be, and a certain percentage in addition must be counted upon in the price from the jobber as well as the retailer's ordinary profit, which generally forms the bone of contention in every discussion on the topic of collar prices. Thus the endeavour to provide a twenty cent collar is not meeting with much success, except in bargain sales where profits are not considered. A leading Montreal maker whose lines did not soar to the same extent as some others quoted the decline as follows: Starched collars in March 1920 were $2.55 a doz., November 1920 they dropped to $2.10 and again in June 1921 to $1.80. At this price he claims the retailer should be able to sell such a collar at 20 cents apiece. Soft collars in a medium grade piquè which sold last spring at $2.10 a dozen are now quoted at $1.50 for next season.

Gloves

Few lines of furnishings have been so much criticised as the different kinds of leather gloves, the prices of which seemed to be exorbitantly high last year. The makers however were comparatively helpless in the matter, since the raw skins were held by exporters to whom the matter of price increases was a matter of speculation rather than fair dealing. The most unreasonable advance was recorded in genuine Arabian blackhead mochas which went as high as $66 a dozen last December and consequently ranked among the Christmas gifts de luxe, retailing as they did around $7 or $8 a pair. The same gloves can now be got for $39 a dozen.

In the more staple varieties the following table shows the marked decline which has occurred:

Domestic cape gloves in 1920, $26.50 now $18 a dozen.

South African cape gloves $48; now $30 a dozen.

Mocha, commonly called fleshers, in fall 1920, $19.50 now $16.50.

Genuine buckskin gloves in fall 1920 $54 now $39.

Thus, the decline in leather gloves of different sorts averaged between 16 and 42%, which is very little higher than the variation in price in other commodities of men's wear merchandise.

The Future Outlook

"What the future holds in store," remarked one manufacturer to Men's Wear Review, "depends largely upon production, standards of production must be improved or we cannot reasonably expect a continuation of lower prices. We manufacturers have sold our goods generally speaking at a loss in order to stimulate business and to keep our plants and staffs together. And besides production we want confidence on the part of the retailers and the public. In the period just ahead, manufacturers will face the most severe competition in a generation and they must set themselves to study the methods by which it can be succesfully met. Simplicity is now the watchword in every branch of activity. Unless frills must be eliminated, labor costs must be kept down and increased efficiency in organization for production, must be promoted."

WHEN IT DOES NOT PAY TO RISE TOO FAR

It is irksome not to advance rapidly. It tries one's patience. It makes one sometimes feel discouraged. But the events of the last eighteen months have brought home to many that it is dangerous to rise too far, especially in abnormal times. What has happened in a great many concerns is this: During the boom period promotions were made pretty rapidly. Things moved so quickly and money was being made so easily that promotions and salary increases were not always scrutinized with care.

Then disaster came. Boards of directors ordered drastic retrenchment. In many instances outside experts were called in to recommend reorganization of forces. Their investigations revealed that certain men were drawing big salaries for doing comparatively little work and that these men often were not of calibre warranting the salaries received. When heads began to fall, the heads of such men were the first to drop. In a great many cases, their places were taken by assistants or others who had not basked in the favor of any higher-ups and who were doing a lot of work for relatively little money.

If a list could be compiled of the dismissals during the last year of men drawing salaries of from $10,000 to $50,000 a year, it would create a tremendius sensation.

During this same period not a few able, industrious, conscientious fellows have moved upwards to fill the places of those who rose too rapidly and too far. The law of compensation may often seem to us to operate heart-breakingly slowly, but it does operate. It is safer to be paid less than one is worth than more than one is worth. That's a thought worth keeping in mind.—Forbes Magazine.

Amalgamated Conventions Of Retail Trades Meet In Toronto February 13-17

Will Be Held in Conjunction With Textile Exhibit Covering Many Lines of Men's and Women's Wear—Canadian Manufacturers' Association and Retail Merchants Working Together—Conventions of Sections Arranged—Some of the Features

THE BIGGEST convention in the history of the retail trade of Ontario is scheduled for the full week beginning February 13th, 1922. It is to be known as the Ontario Retail Merchants' Amalgamated Convention and it promises to draw to the city of Toronto between fifteen hundred and two thousand delegates, representing several branches of the retail trade in this province. With this convention is to be associated an altogether new feature which will not only be interesting and instructive but of mutual benefit to the retail and manufacturing and wholesale interests of the province. This new feature is a Textile Products Exhibition which will draw manufacturers from even outside the provincial borders.

C. M. A. Interested

The Canadian Manufacturers' Association for some time have been interesting themselves in an exhibition of this nature and to bring it about have sought the co-operation of branches of the retail trade. To insure success it was necessary to organize something that would make it a big event for the retail trade and it was suggested that if retail sections could arrange their conventions during the days of one week it would assure the success of the Exhibition while the Exhibition would, in turn, be a distinct drawing card to the respective conventions of these sections. Before approaching the retail trade, the C.M.A. had got in touch with the Canadian Woollen Manufacturers' Association, the Shoe Manufacturers' Association of Canada, the Canadian Association of Garment Manufacturers, the Associated Clothing Manufacturers of Toronto, the Clothing Manufacturers' Association of Montreal, and other allied industries. The co-operation of these manufacturing interests seems already assured.

Nature of Exhibition

The Mezzanine floor of the King Edward Hotel has been engaged for the full week beginning February 13th, and between 100 and 125 booths or spaces are to be allocated to the different manufacturing and wholesale interests for the showing of their various products. Many applications have already been received for these spaces and once the whole proposition gets into the proper stride, it is certain that the whole available space will be taken.

Textiles and their products will be shown. That promises a very wide range of exhibits. It will include both men's and women's lines. Clothing, the various fabrics used in their manufacture, woollens, furs, hats, shirts, neckwear, accessory lines in men's and women's lines, boots and shoes—these are among the many exhibits that will provide an excellent opportunity for retail merchants from all over the province to get a close-up view of competitive lines in their respective fields. It will afford an opportunity for spring sorting. Many of the fall models in all lines of men's and women's wear will be shown and a splendid forecast of the whole range of fall merchandise will be seeen. If the Exhibition materializes as those in charge of it have reason to believe it will, it will be one of the best things ever staged in the history of the retail trade.

While the Exhibition is being staged, various conventions of the interested branches of the retail trade will be in progress. The branches of the trade which will have their conventions during that week will be.

The Dry Goods Merchants,
Clothiers and Men's Furnishers,
Merchant Tailors,
Furriers and Hatters,
Boot and Shoe Merchants.

It has been arranged that the Dry Goods merchants will have their convention on Monday, February 13th. On Tuesday and Wednesday, the Clothiers and Furnishers will hold their convention. On Thursday, the Merchant Tailors will convene. And on Friday, the Hatters and Furriers and the Boot and Shoe merchants.

Attractions and Entertainment

One of the outstanding attractions of the Clothiers' Convention will be the address of the well known advertising and efficiency expert, Frank Stockdale of Chicago. The Executive of the Clothing Section of the Ontario R. M. A. are now arranging other features of the two-day convention, which is their annual one. Two banquets have already been arranged, one on Wednesday night to include the Clothiers' and Men's Furnishers' convention; and the other on Friday night to wind up the amalgamated conventions of these branches of the retail trade.

A. P. Morisette has recently opened a men's wear store at 74 Wellington street south, Sherbrooke.

Things Not So Bad As They Seem

Things are seldom as bad as we think they are going to be. There are many retailers, for instance, who held that many other retailers would be driven to the wall if the Luxury Tax were allowed to remain. But a beneficent government (not forgetting that there would be an election some day), removed it and things are not as bad as we thought they would be. The Credit Men's Association, we are told, figured on many more failures in the retail trade than have actually happened during the past year; things, again, were not nearly so bad as we thought they would be. At the beginning of the Summer, for instance, trade was very dull and retailers grouched because the outlook for Summer trade was poor. But Providence sent along some sizzling days for several weeks on end and the wires and post office service were busy with telegrams and letters begging for Summer goods of all descriptions. And, once again, things were not as bad as they gave promise of being.

They seldom are. That was so of the year 1921 and it will be equally true of the year 1922.

British Industries Fair of 1922

Will Be Held in London and Birmingham from February 27 to March 10—Under Direction of Department of Overseas Trade — Britain's Annual Display of Manufactured Goods—Buyers from Overseas Dominions Cordially Invited

UNLESS a trade fair is of use to the trade buyer he will not visit it, and no fair can succeed without the trade buyer. The steady growth of the British Industries Fair is clear proof that the buyer who visits it finds what he wants and places orders.

How the Trades are Grouped

Since its inception in 1915 the British Industries Fair has grown until it is today the most important national trade fair in the world. In fact, one of the great difficulties with which the organizers have had to contend has been the lack of adequate buildings, for the Fair has grown to such an extent that it has been no easy matter to adhere to the policy of housing each section under one roof. To those familiar with the continental fairs which are held in innumerable separate buildings scattered throughout the length and breadth of a city, the advantages of such an arrangement will be obvious. For the 1922 Fair it has fortunately been possible to secure enough additional accommodation both in London and Birmingham to provide not only for the annual growth of the Fair, but also to find room for the great industries which have hitherto exhibited at Glasgow. Textiles will, however, not be included in the 1922 Fair. This concentration will save the visitor unnecessary travelling, and at the same time there is every indication that the resulting advantages will prove a great incentive to British manufacturers of the trades affected to exhibit, so that a more representative display of goods will result.

The London Section of the Fair will, as in 1921, be housed in the White City, an enormous range of exhibition buildings within a few minutes of the centre of London, and connected with every part of the London area by trains, omnibuses and trams, while the Birmingham Section will again be in the great buildings of the Castle Bromwich Aerodome, which may now be regarded as permanent Exhibition Buildings, within easy reach of the centre of the city.

Not only are both sections of the Fair, in London and Birmingham, in each instance under one roof, but it has been found possible so to arrange matters that the various trades are themselves in separate but adjoining buildings, with the result that the buyer need not waste time wandering through section after section which does not interest him.

The careful grouping of exhibitors according to their various trades is of the greatest help to the buyer, as he finds side by side with well-known firms businesses of which he has probably never heard, but which are of equal interest. To the trade buyer new sources of supply are as important as are new markets for a manufacturer.

Another great advantage enjoyed by the buyer who visits the British Industries Fair is the fact that participation in it is confined to manufacturers. There is therefore no duplication and no confusion caused by finding identical articles unnecessarily repeated at different prices on different stands. This does not mean that merchants do not do business in connection with the Fair, for many exhibitors prefer to pass orders, particularly those for export, through merchant houses who have special facilities for handling them. None the less, from the buyer's point of view, the Fair has the great advantage that he comes into personal contact with the actual producer.

A Strictly Trade Fair

Moreover, the British Industries Fair is purely a trade fair, and not an exhibition. Admittance is restricted to trade buyers, and business is not impeded by crowds of sightseers.

In organizing the Fair the Department pays particular attention to the comfort and convenience of the foreign buyer. A special club is provided for him, where reading and writing rooms are available, where the gratuitous services of interpreters are placed at his disposal, and where he may consult specially qualified officers of the Department of Overseas Trade, who will be able to assist in indicating the sources of supply of any goods required and to give information regarding tariffs, shipping and transport, trade conditions, etc., etc., throughout the world. Last, but not perhaps least, he will find in the catalogue which is given to him a mine of information, for it is not merely a list of exhibitors but a book of reference of considerable value. It contains, among other things, a comprehensive index translated into seven foreign languages, thus ensuring that practically every foreign visitor shall be able to find readily each exhibitor of the class of goods which he requires.

Support of British Manufacturers

In a word, the function of the British Industries Fair is to bring buyer and seller together, and to facilitate business between them by every legitimate means. It is obvious that the promotion of a successful trade fair cannot be achieved by good organization alone, for the latter is, after all, of minor importance in comparison with the quality and price of the goods shown. Much as the organizers in London and Birmingham pride themselves on the convenience and completeness of their arrangements, they congratulate themselves still more on the support and assistance which they recieve from British manufacturers. In both centres the management enjoys the advice of Committees which include the names of prominent business men known all over the world. Busy as they are, they yet devote much time and thought to the perfection of the British Industries Fair, in which they recognize such an admirable and up-to-date method of extending British trade.

The Stimulus of Competition

The progressive man of business, whether he is a buyer or seller, has recognized in the trade fair an essential component of the machinery of modern commerce. Indeed, for many of the participating industries it is the starting point of the year's trade cycle, for at past fairs many firms have booked orders sufficient to absorb the whole year's output of their factories. This is especially the case in those industries which depend for their existence as much upon novelty and ingenuity of design as upon good workmanship and finish, such as fancy goods, jewellery, toys and games, etc. It is at the British Industries Fair that new models make their first appearance. The buyer who wishes to keep up to date cannot, therefore, afford to miss the opportunity of inspecting the latest novelties and of placing his orders for the following season's trade.

Another point which it is important that the buyer should remember is that the Fair provides a great stimulus to competition. With all the principal manufacturers in an industry side by side, rivalry is naturally very keen, and the buyer profits accordingly, especially when he comes from a market which is new to the exhibition and which the latter is anxious to enter.

The goods exhibited in the London Section comprise boots and shoes, fancy goods, paper and stationery, pottery and glass-ware, scientific and optical goods, chemicals and drugs, jewellery, electroplate, cutlery, watches and clocks, toys and games, sports goods, hard haberdashery, furniture, musical instruments.

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THE CONVENTION

Officials of the Clothing Section of the Ontario Retail Merchants' Association are already laying their plans for the convention to be held in Toronto on February 14th and 15th of next year. They tell us that it is to be the best convention ever held because of added attractions that will be on in the city at that time, attractions that are closely allied with the clothing trade.

It is not too early to begin to figure on attending this important convention. Association work can only be of its greatest good to the trade in proportion to the interest manifested in its efforts by the members of the trade from one end of the province to the other. If each individual does not make some effort to contribute to the work of the Association—and its worth, too—it will be of no avail and will miss an opportunity to promote the interests of the trade throughout the whole country.

It is not a great contribution simply to come to the convention. But that contribution, at least, should be made.

THE WAGE DISPUTE

While at this time of writing there is no actual strike threatened by garment workers either in the Montreal or the Toronto fields, the wage schedules for the next season are being either discussed or arbitrated upon. It is the earnest hope of the trade from coast to coast that no strike will eventuate at all and that the whole matter will be settled to the entire satisfaction of the contending parties. The time is most inopportune for a strike, either short or prolonged, and hardship or misery would undoubtedly follow in the wake of such a misfortune. Unemployment breeds unemployment and the effort to stave off any more of it should command the earnest consideration of all parties concerned. A real service to this country can be done by the men who will settle this or any other similar difficulty without a resort to strike methods.

How it is settled is a matter of interest to the trade, of course. The very heart of the matter is that manufacturers want to cut down the costs of production. If that is done, the trade stands to benefit, of course, though we doubt if they would care to benefit at the cost of decent standards of living amongst the clothing workers in this country. It has been suggested that three courses are open, any one of which will give a lowered cost of production, namely, piece work, lower wages or more production. We know that opinion is divided amongst the manufacturers in Toronto and Montreal as to the wisest of these three courses to adopt and there is undoubtedly a mass of evidence to support their respective opinions. But so far as the trade is concerned, we venture the opinion that they earnestly hope for a settlement without a strike and one that will rob no man or woman of his or her self-respect in the battle of life.

THE BUSINESS PAPER GETS AT THE FACTS

A striking illustration of the service the technical or trade paper renders its readers and of the difference in the reliability of the information it supplies and that furnished by the average daily newspaper is afforded by an article in a recent issue of the "Railway Age" with reference to Henry Ford of automobile fame and railway management.

Mr. Ford, as many of our readers will have learned from the newspapers, recently purchased the Detroit, Toledo and Ironton Railway, a small road which was practically in a state of bankruptcy. In the same papers they will also have read how Mr. Ford put in his management in March, and in April the net operating income had risen from $78,000 to $276,000. For several months past the various newspapers, magazines and labor publications of the States have been jumping at conclusions and drawing deductions from this one month's figures, enlarging upon the fact that, in spite of higher wages, Mr. Ford had succeeded in making his railway a paying proposition, and in many cases it was hinted that here was the man who could straighten out the railway systems of the country and place them upon a stable and profitable basis.

The "Railway Age," however, was not content to accept these hastily drawn conclusions as decisive and started an investigation on its own account, with the result that when the figures for several months of Mr. Ford's regime were examined a very different tale was unfolded. The income of $276,000 in April had dropped to $187,000 in July and in August to $70,000, lower than it was when Mr. Ford took the road over. Expenses, moreover, had increased from 52.7 per cent. to 59.7 per cent. in July and 71.8 per cent. in August—this in spite of the fact that gross earnings which were $713,000 in June had increased to $744,000 in July and still further to $763,000 in August. Moreover, while the operating expenses had thus increased 46 per cent., those of the ordinary railways of the country had increased only one per cent.

The point in this incident which immediately concerns our readers and ourselves is not so much the success or failure of a railroad as that to a business paper is due the fact of the truth being made known. During the last few years occurrences of this nature have been frequent in connection with the series of trade and technical publications of which this paper is one. Inaccurate and misleading information giving rise to serious complaints has been published on one subject or another by the daily papers. The public have been worked up to a pitch of indignation by some statement which upon investigation has been found to have no foundation, and it has been left to the business paper to show that the complaint was therefore groundless.

Getting After the Seamen's Trade

A Maritime Store That Specializes On Seamen and Does Not Overlook Workmen, Firemen and Farmers—Charles Magnusson Was Once a Sailor—Coming Winter a Time for Caution

ONE of the most interesting and unique clothing and furnishing stores in Eastern Canada is that of Charles Magnusson & Son of Dock Street, St. John, New Brunswick. Its claim to interest on the part of members of the trade lies not so much in any open attempt to seem unusual, which is utterly in discord with its policy, but rather on account of an atmosphere rarely met with except over in England or in certain sea-port towns of long established prestige. The Magnusson store combines the brisk and up to date methods of a regular city store with the romance of the seven seas, for a part of its regular trade is comprised of marine business, which is still one of St. John's leading industries.

Although the days of square rigged ships, and dashing brigs and heavy sailed schooners have passed to some extent, there is still a plentiful number of more modern vessels including the merchant marine, the West India service and other important branches of the Atlantic ocean traffic which make St. John their port of call throughout the year. The winter is naturally the busiest season, for then all Canada's richest products are poured forth into the waiting ships which jostle by scores in the St. John harbour which is always free from ice.

Was Once a Sailor

Charles Magnusson himself once followed the sea before he decided to locate in St. John and devote his energies to the selling of furnishings for men, and it is undoubtedly due to his intimate knowledge of things nautical, that his progressive store has gradually become the centre of interest to seamen of all sorts who are in need of equipment. The entire second floor of the Magnusson store is set apart as a marine department and in it are carried such things as yellow oiled suits, black oiled coats, rubber boots, cooks' caps, aprons, dunnage bags, heavy coats, towels, sheath knives, bedding and mattresses, etc. All this has a distinctly different sound to the average stock carried by a mens' furnishing store, yet it is but a mere fraction of the entire stock contained in the large three storied building occupied by the Magnusson firm.

Discussing the store's manifold activities with a member of the firm, a staff member of Men's Wear Review was informed that the store has found it possible to build up two distinct lines of business on a purely transient class of trade, and its success may be said to be due entirely to the fact that both Mr. Magnusson and his son Harry are constantly on the look-out for new methods to attract and build business, and are never content to let "well enough alone."

The Chas. Magnusson Men's Wear Store of St. John, N. B., designed an original window to signalize the opening of the winter port season in which a light house and various other marine effects took a prominent part. The beacon light seen in the light house had a red and a green light on either side, signifying port and starboard. Accessories such as bags of flour and apples stood for the Canadian products which find their way out of the port at St. John. Warm winter underwear was featured with the message,

The location of the store is distinctly advantageous, being in the direct line of traffic from the Union Station and the steamship and boat termini. Furthermore, it is only a stone's throw from the Market Slip, where all the schooners lie up to load or unload their cargoes of fish, molasses, coal or timber. In summer, when river navigation is at its height, hundreds of out of town people visit the city and are duly circularized by the Magnusson store in plenty of time to attract their attention to this progressive store while they are visiting St. John.

Getting After the Crew

In handling the marine trade, a rather interesting procedure is followed, the details of which prove the thoroughness with which Mr. Magnusson has built up

(Continued on Page 37)

Substantial Reductions of the Year

Toronto Field Shows That Merchandise Has Declined Considerably—Clothing Prices Down Fully One-Third—Neckwear Prices About the Same—Big Drop in Hosiery and Underwear—The Hat Situation

ELSEWHERE in this issue of Men's Wear Review, a review of prices and conditions in men's wear lines is dealt with, covering particularly the Montreal field. It is quite evident, of course, that there should not be a great variation between it and the Toronto field. The cleaning up of stocks that has taken place in the Toronto field has been accompanied by a gradual, in some cases, sharp decline in prices. Certainly—and there is cause for assurance on this point—markets are much more stable today than they were in December of last year. It is not to be expected that there will not be further fluctuations in prices—but they will be "fluctuations" rather than disturbing factors in the whole business outlook. If the stocks are clean throughout the country—and, generally speaking, we believe they are—the outlook for the coming year is less fraught with uncertainty for men's wear dealers than the year just closing. Merchants who have weathered the storm through the past twelve trying months should step out to 1922 with a firmer tread than they did a year ago.

Clothing

In talking with clothing manufacturers regarding the outstanding features of the industry during the year 1921, two or three things of interest to the clothing dealer have been mentioned.

Reputable houses have unquestionably taken heavy losses on their stocks. Some of these losses in fact reach into the year 1920, but the aggregate of them, could they all be known, would reach into seven figures. We could name off three or four firms at a moment's notice whose individual losses ran around $150,000. We believe that it has, by no means, been a year of profit for the Canadian clothing manufacturer; quite the reverse is nearer the point. That is equally true of many progressive retail houses. "It will take 1920, 1921 and the greater part of 1922 for us to make up the losses we have taken in the last eighteen months," said one manufacturer to Men's Wear Review. There is still a little "warstock" left but it is very little and is being sold out by the yard rather than being made up in men's suits and overcoats. Stocks are clean on the manufacturers' shelves and he is in a position to supply a bigger and brighter range of better quality merchandise than he has been in for some time. The buying he did for his spring range was advantageous to himself and to the trade. All lines have shown appreciable declines. Worsteds that, at the peak, were 35 shillings have been bought for 15 shillings. Generally speaking, the better grades of cloth have shown a smaller decline in price than the cheaper ones; and the whole trend of the clothing business is certainly toward higher quality merchandise. If the consumer is asking for lower prices he is also asking for better merchandise and in clothing, he is going to get it. "Quality" can be played as a trump card in spring merchandising so far as clothing is concerned.

Decline of One-Third

And while he has been buying merchandise at lower figures, the manufacturer has also been selling it cheaper. The consensus of opinion amongst the Toronto men is that the decline has been, on the average, about one-third. Of course, there are many variations as dealers will know. Even in the worsted class, the declines have differed as the cost of the yardage has differed and still differs. There are hard worsteds and soft worsteds, and the prices of these vary. A strictly high-class house, dealing only in the best materials, would not show as great a decline as some other house that specializes on the more popular-priced lines. A high-class house told us that a staple blue serge that sold last fall for spring delivery at $60 was now $40. Another house that makes a popular-priced line told us that a fair figure showing the decline would be $37.50 for last fall and $25.00 for this fall. The lines from this house last fall ranged from $35.00 to $50.000; this fall for spring they are $15.00 to $32.50. It is safe to assume, therefore that wholesale prices on the average are down 33-1/3 per cent.

May Be Shortage

Another manufacturer who also referred to the year as being a clean-up year ventured the opinion that there would be a shortage of merchandise in the spring. "The English mills are making but very little stuff," he said, "and the Canadian mills will not begin to make up till they get orders; in fact, they do not place for their yarns till they have the orders on their books. I believe there will be a shortage of yardage this spring. The retailer has been spoiled during the last year because the Canadian manufacturer had a big stock and he stalked the whole country selling it at any price he could get for it. Stocks are now clean and this will not be the case in the future. The retailer is liable to get a jolt as he got a jolt on overcoats this fall. So far as we are concerned, we could have sold 3,000 more overcoats if we had had them made up and ready for immediate delivery, but the orders were not placed."

Too Great A Margin

One manufacturer when asked what he believed to be the outstanding feature of the clothing trade during the year said it was the too great distance between the wholesale and the retail price of clothing. He said he knew there were overcoats selling on Yonge street at $34.00 that cost only $16.00, and he ventured the opinion that this was the case pretty generally throughout the country. "The public will not buy till this condition is righted," he said. "It is not only the case in clothing either. The same cut of beef that sells for 34 cents in Calgary sells for $1.10 in North Bay. The trouble has been in the last year to get down to normal prices. The wholesaler knows what is being done but for obvious reasons he does not say so. This disease is prevalent all over; the big city is not as bad as the smaller places because the competition is keener and prices are forced more than in the smaller places." This manufacturer states that retail stocks are lighter than they have been in twenty years and he does not think the retailer has bought enough for spring to cover his ordinary requirements, though there is no case of "sour grapes" as far as he is concerned, for they have sold more units than they did a year ago.

Neckwear

"The year has been a clean-up for the neckwear man" said one manufacturer to Men's Wear Review and his opinion was agreed to by others. "I believe that by the first of January the retailer will have clean shelves in neckwear. He is ordering very heavily for his Christmas stock and when Christmas is over and the new year begins we feel that there will be good business ahead. The call is not for cheap merchandise but for a tie to sell at $1.00 to $2.50 and I think that will be the popular price for next year."

The decline in neckwear prices, on an average, has been about the same as in clothing. There have been some violent cuts in some lines and they have been sold away below the cost of manufacturing. Some $12.00 ties have been peddled for $2.00, and $24.00, neckwear has gone for $8.00 and $10.00. But the average decline on a standard line—which is about $12.00—is about 25 per cent. This $12.00 line is now selling for $7.50.

(Continued on Page 23)

Pumpkin Contest For Boys And Girls

Begg & Co., of Hamilton, Have Launched a New Contest as Business-Getter—Think It Wise to Attack Strongly This Year—The Largest Pumpkin Wins the Prize—$100 in Prizes

SOME time next Fall Begg & Co's. store at Hamilton is going to be filled with pumpkins, for Begg & Co. have gone in for a pumpkin contest. This store has been singularly successful in its various contests among the boys of that city and vicinity, and in the one that is now developing they are including the girls in the contest because they have recently added to their lines of merchandise a ready-to-wear department which carries girls' dresses. It has been the policy of this store to run contests for the purpose of creating and maintaining an active interest in their store and its merchandise. Through them they have secured valuable mailing lists which still are used in much of their advertising matter. New contests are run for the purpose of adding to these lists from time to time. This, together with the advertising value derived from the "noise" made by the contests, makes them well worth while.

Launched At Fall Fair

The present "Pumpkin contest" was launched at the Hamilton Fall fair and some of the Fall fairs in the smaller centres contiguous to that city. An envelope with a pair of goggles in it which when worn, gave a Harold Lloyd appearance to the wearer was given out at these fairs. There was also the announcement of the contest in it, together with some pumpkin seeds to be used in the contest which will really begin when nature reawakens next spring and the garden seeds are planted. Hundreds of these were given out. Begg & Co. believed it wise to attach a string to their contest this year because they wanted to place some obligation upon the shoulders of the entrants to the pumpkin-growing event. With the trade he has worked up amongst the boys in Hamilton he felt that he could do this without impairing the interest in the contest.

Rules Of The Contest

The prizes to be awarded and the rules of the contest are as follows:

1st Prize—Choice of any $25.00 Suit or Overcoat.

2nd Prize—Choice of any $20.00 Suit or Overcoat.

3rd Prize—Choice of any $15.00 Suit or Overcoat.

4th Prize—Choice of any $10.00 Suit or Overcoat.

5th Prize—Choice of any $7.50 Suit or Overcoat.

6th Prize—Choice of any $5.00 Pair Shoes.

7th Prize—Choice of any $3.00 Hat.

8th Prize—Choice of any $2.00 Pair of Gloves.

9th Prize—Choice of any $1.50 Cap.

10th to 20th Prizes—Choice of any $1.00 Stockings.

Note:—"Girl winners may select suitable merchandise of same values."

Conditions Are:

1st.—That every boy who purchases a suit or overcoat, and every girl who purchases a coat or dress at the Begg & Co. Store on or before April 1st, 1922, can be entered in the Pumpkin Contest by filling out an entry blank. Age limit, 16 years.

2nd.—Contestants will be supplied with Pumpkin Seed, or may use their own. Pumpkins must be delivered to the Begg & Co. Store with entry blank attached on or before September 15th, 1922, and all entries will become the property of the Begg & Co. Store.

3rd.—An expert judge will be called in and under the supervision of Mr. W. G. Marritt, of the Ontario Department of Agriculture, will decide who have produced the winning pumpkins.

A list of those winning the twenty prizes will be published in the daily papers, and also will be invited to come to the Begg & Co. Store and select their prizes. Winners must make selection of their prizes from our stock on or before December 1st, 1922.

A Snappy Letter

Begg & Co. usually have a snappy letter for the boys shortly before the opening of the fall school days. This was not done this fall for reasons which are explained in the following letter which announced the contest:

Hamilton, Sept. 22nd, 1921.

Hello! Boy—

WELL I'LL BE GOGGLED!

Here we are again—Talking Boys' Clothes, and another contest.

We did not write you at school opening time—about a new suit. The weather was so hot that a bathing suit was about all you needed. But now—Fall is here and Winter is just ahead of us and you'll surely need a new suit or overcoat soon.

Oh Boy!—We have some dandy suits with one and two pairs of bloomers at $7.50 and $9.50—overcoats just like the swells wear at $15.00 and $18.50. We want you to pick yours while the assortment is at its best, and say;—be sure and show the folks the little folder we are enclosing that tells about our new line of suits for boys.

Now as to the contest—The Goggles and the Pumpkin Seeds. Would you not like to win a new $25.00 suit or overcoat—you can do it. We offer this as first prize to the boy or girl who produces the best Pumpkin next season.

Nine other prizes are offered making a total value of $100.00. Full particulars may be had at the Begg & Co. Store. Every Boy who buys his next suit or overcoat here—will be eligible to win a prize.

Now then—You grow the big pumpkins and we'll supply the big values in boys' clothing.

Your friends,
BEGG & CO.

P. S.—This contest is also open to girls buying their dresses or coats in our new misses' department.

The result of this contest will be awaited with interest.

SUBSTANTIAL REDUCTIONS

(Continued from Page 22)

There is some distress neckwear silk on the market yet and this may influence prices for a little time. The general tendency of silk prices, however, is upward. Since July, these prices have advanced about 30 per cent. This has not been felt by the trade yet and we do not venture an opinion on future prices other than to say that, when distress silks are out of the way, the price will be on a manufacturing basis entirely and that means the manufacturer is going to make a profit which many of them have not been making. The distress silks, we believe, will have almost no effect on future prices.

Underwear and Hosiery

A manufacturer's agent who handles a number of lines of underwear stated to Men's Wear Review that he believed the decline during the year would average about 40 per cent. In underwear, as in many other lines, there are variations. The coarser grades have shown a bigger decline than the finer ones. A standard lisle thread line that was quoted at $11.75 for spring 1921 is now quoted at $5.75. In hosiery, the decline has been about the same—40 per cent. A well known line that sold a year ago at $4.50 is now selling at $2.50. This agent told Men's Wear Review that the tendency was definitely towards better merchandise. He has disposed of more units of ladies and children's underwear—not so many in men's—and they have been a better quality than a year ago. He states that the mills are now in good shape, having disposed of their stocks and taken their losses. So far as the coming year is concerned, he believes that if there is to be any loss it will be, not on stock, but due to factories being shut down if there is not enough business to keep them going.

Hats

"The most outstanding feature in the felt hat trade during the past year," said an importer to Men's Wear Review "has been the decline in prices and while the reduction in the early part of

(Continued on Page 30)

1921 Has Been Great Clean-Up Year

Manufacturers, Wholesalers and Dealers End the Year With Clean Stocks—Trade Will Reflect Consumer Demand and Consumer Demand Somewhat Depends on World Conditions—An Altered Buying Policy

BUSINESS records will probably show that the year 1921 was the great "clean-up" year for manufacturers and dealers in men's wear line. No matter what the year 1922 may have to write on its unrevealed pages of history, it can safely be assumed that it starts out with clean stocks—generally speaking—and that the volume of business will be quickly reflected in the trading that goes on between the dealer and manufacturer or wholesaler as the case may be. Conditions that are world-wide rather than strictly Canadian in their aspect will, in a large measure, govern the consumer demand during 1922. We are no longer an isolated people, self-contained and self-containing; we are an intregal part of the comity of nations. It makes a difference, after all, whether the volume of the world's business seeks its ordinary channels, or whether its progress is interfered with by revolution here and there, unstable conditions somewhere else, and hardship and even stark famine in another quarter of the globe. The world's business to-day is so international and inter-dependent that the buying power of the average Canadian consumer is, in a measure, governed thereby. Some of our basic products, such as wheat, are price-fixed by world markets. The cost of producing wheat in Alberta or Saskatchewan or Manitoba has little or nothing to do with the price of wheat in Winnipeg; wheat is a world commodity and its price a world price. And the price received by the western farmer for his wheat is the dominating factor in his buying power, and the buying power of the west is, in turn, a dominating factor in the progress of Canadian business. In taking a peep, therefore, into the year upon which we are soon to enter it is well to bear this in mind. It is not mere foolish patriotism and claptrap to say that Canada, at this time, is the most favored country in the world. We believe it to be literally true; the statement can be verified by every returning traveler from any country in the world. At the same time, let us not forget that normal times in this country depend upon normal times in many other countries. If there is any consolation ever in the fact that one's neighbor is worse off than one's self, then Canada has abundant cause for consolation and can pass into the year 1922 with a light and confident step.

January 1921

January 1921 commenced, for the men's wear dealer, with heavy stocks, a considerable proportion of which was high-priced merchandise. A good deal of apprehension prevailed in many quarters. A very trying time had just been passed through on account of the luxury tax which had been removed only a few days before Christmas Day of 1920. The baneful effects of this tax were still casting a shadow over the in-coming year. The public, urged on by a superficial press, were demanding lower prices, lower than were justified, having regard to a safe and sane readjustment.

By this time, however, the decline was well on its way so far as its certainty was concerned. World conditions established the fact that it had to come. Over-burdened countries that had engaged in the war were already incapable of entering the world's markets for their legitimate requirements, and the succeeding twelve months have not alleviated their condition in this respect. Many of the leading Canadian wholesale and retail firms had already taken heavy losses on their merchandise and were straightway operating on a replacement value basis. But it is safe to say that the great bulk of the retail trade did not start to cut on their merchandise till January 1921. It was but natural that the trade "get from under" with as little loss as possible; and who shall say that it has not been better for the financial stability of this country that the decline has spread over a considerable period and that the shock has been absorbed rather than taken all at once? The records go to show that the number of failures has been much smaller than was expected in the early part of the year.

The Clean-up Begins

Speaking for the bulk of the trade, the great clean-up began in January of the year now drawing to a close. Sales were the order of the day from coast to coast and radical price-cutting was seen in many quarters. An altered buying policy was very noticeable; in fact, there had been evidences of this even before the turn of the year. Some of the most progressive houses began operating on a thirty days' basis; others on a sixty. The agitation for a four-season buying policy was swallowed up in practice—dealers began to buy not four times a year but some of them as often a month. The "hand to mouth" policy has now become pretty well an established policy with most buyers; in some cases, it might be pointed out, to the detriment and prestige of their own house. Sales have been lost because commitments have not been made on certain lines of merchandise that have reached a fairly stable basis. It is safe to assume, however, that a careful buying policy will be followed for many months yet.

Stocks Now Clean

There is a unanimity of opinion from many quarters now that stocks all over the country are well cleaned up. The Financial Post recently sent out a questionnaire to hundreds of bank managers all over the country asking them about the conditions of stocks in their respective communities. Their answers have all been to the same end—that stocks are clean. Not a few managers state that these stocks are lower than they have been in many years. Our actual contact with retailers all over the country confirms this unanimous opinion of bank managers. The number of small orders that keep pouring into wholesale houses week after week from all sections of the country is a clear indication of the condition of stocks. It appears to us that this is a hopeful omen for the coming year's business. Whereas January 1921 began with heavy stocks and the grim necessity of liquidating them on a declining market with consequent losses, January 1922 will begin with clean stocks and fairly stable markets, and a chance to merchandise stocks with fair profits in sight.

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Woollen Men From Scotland Are Coimng

To Study Conditions And Protect Trade Mark of Scottish Woollens in Canada

Of special interest to the retail trade and manufacturing firms in Canada is the forthcoming visit of a delegation from the Scottish Woollen Trade Mark Association which is scheduled to leave Liverpool on the 31st of December and to make a tour of Canada and the United States. The delegation is to be in Montreal January 24th, 25th and 26th, in Toronto January 27th, 28th and 29th, and in Hamilton and Niagara on January 30th. From here, the delegation goes to Buffalo, Rochester, Cleveland, Chicago and back to New York. Prior to its arrival in Canada, Philadelphia, Boston and Washington will be visited.

(Continued on Page 26)

The Markets at a Glance

Seasonal Business Reported Very Good—Dropping Off in Demand for Heavy Lines of Merchandise From Retailers—Shortage of Winter Overcoats—Underwear Placings Only Fair—Sharp Advances in Hatter's Fur—Neckwear Moving Quickly

SEASONAL business is good. Christmas goods are moving rapidly from manufacturer and wholesaler to the retail shelves. If the actual cash returns from Christmas business, 1921, do not reach 1920 levels, the volume of merchandise promises to be quite as heavy, if not heavier. A year of unsettled trade conditions does not appear to be damping the Christmas ardor of the Canadian consumer, if the orders for Christmas goods placed by retailers are any indication of the way the wind is blowing. Many houses handling these lines of merchandise are being hard put to it to keep up with the demands, and behind this heavy demand they see a better light dawning for the new year because they are convinced of the depleted stocks on the retail shelves.

Retail business, especially in the heavier clothing lines, has fallen off in many sections of the country during the last two weeks. The same was the case with a number of retailers a year ago. The demand is centering on the smaller lines of men's wear. In Montreal, for instance, many retailers (including some of the big department stores), are running discount sales on some of their lines of merchandise. There are some running in Toronto, though the sale orgy is not so pronounced at this time as it was a year ago.

Clothing

There is some disappointment in clothing manufacturing circles over the spring placing. Many travelers have now completed their trips and, on the whole, the placing was not as heavy as a year ago. This is not universally the case, however; there are houses that have booked more units than ever in their history. Undoubtedly, competition is exceedingly keen. One manufacturer believes that there will be a shortage of yardage by Spring because the retailer has not placed enough for his legitimate Spring business and British mills are making little, while the Canadian mills will not make up without the actual orders being on their books. It is undoubtedly true that many retailers ordered below their requirements for Winter overcoats and lost sales. A manufacturer stated to Men's Wear Review that he could have sold 3,000 more if he had had them made up, while a retailer mentioned that if he could have secured the overcoats he wanted, he would have ordered a hundred more.

The relations between the Associated Clothing Manufacturers and the Amalgamated Garment Workers are always of interest to the trade. The present state of the case is this: The manufacturers have stated to the garment workers that productive costs must be lowered. There are three ways suggested: First, lower wages; second, piece work; third, more production. Talking with one of the leading spirits in the Association, Men's Wear Review was informed that they did not want to lower the standard of living of the garment workers. That standard, he said, has been improved during the last few years and there was no disposition on the part of the manufacturers to see it other than it is at present. "There is not a garment worker here," said this man to Men's Wear Review, when chatting about it in view of many of his workers, "who could not do twenty-five per cent. more work in a day and not go home tired in the evening." That is probably the way the wind is blowing—the manufacturers believe and want the garment workers to increase their production. They have placed the matter in the hands of the committee from the garment workers for their report thereupon. In the meantime, there is no change in the scale that has been in force since June.

Neckwear

Manufacturers have all they can do to fill Christmas orders from the retail trade. Many of them are working nights. There is no quibbling about price, the popular price seems to be the tie that will retail for $1.00 or $1.50. One manufacturer stated to Men's Wear Review that he had sold dozens of ties a few months ago at $15.00 that he could get $18.00 for now without the slightest trouble. For the first time in four years, so one manufacturer stated, he is getting deliveries of Paroli's hand loomed grenadines, the famous Italian silks. Incidentally, he said, they had been coming to him since August. And they were all sold out within a very short time.

Neckwear men believe that stocks are clean throughout the country now and that the new year should bring them ordinary business again with a fair profit. They think the "peddling" orgy is over. In comparison with a year ago, the standard price —say, $13.00 a dozen—will be reduced to about $7.50, or about 35 per cent. Since July there has been a gradual upward tendency in silk prices; the increase since that time has been about 30 per cent.

Underwear and Hosiery

The Spring placing on men's underwear, according to one manufacturer's agent, has not been quite as heavy as was expected. Undoubtedly, the majority of stocks of Summer underwear are cleaned out, but in spite of that fact, the retailer does not appear to be running any risk of having much stock left on his hands if the next season should not be a good one. The placing on ladies' and children's underwear has been much better and more units have been sold than a year ago. The drift, so say manufacturers, is noticeably toward the better qualities in underwear and the mills are, also, turning out better garments than formerly.

The movement of hosiery has been fair and some of the fancy lines that would serve for suitable Christmas merchandise, have moved very freely. Placing on this, as on all other lines, is conservative.

Use Price Tickets If Windows Are To Give Maximum Results

Policy That Has Proved Successful With Gilker's, of Nelson, B.C. —Some Hints on Windows That Will Give Best Results—Careful Display of Children's Suits

THE SEARCH among the designers of windows, whether they be architects or merchants, is to find the arrangement that will take the least floor space from the store, permit of the most effective display, save the most effort in window trimming, and display the dressed window to the largest section of the street at one time.

If the window is shallow, and parallel to the street, its range is necessarily limited to those immediately in front. If deepened considerably the range would be slightly increased, but the angle at which the plate glass would meet the eye would kill clear vision of the window, taking up more floor space without a corresponding increase in display value. Where greater window space is gained by deepening the window, the back presents window dressing difficulties well known to the one interested in this work, and the portion of the "trim" that takes the back position is too remote from the observer to either excite or permit the careful scrutiny that promotes sales.

Victoria street, in Nelson, is quite broad, so it will be apparent that the display window on the "far" side is plainly visible for a great distance in either direction. Every article displayed can be closely examined by the interested observer, and even those approaching on the other side of the street can see the display for quite a half block before they come opposite.

"To permit a show window to fulfill its best work," said Mr. Gilker to Men's Wear Review, "the price should be shown. With the price known, and the garment well displayed, all the needful information is in the observer's possession, and it is only a matter of exchanging the money for the garment, to consummate a sale. If the matter of price is in doubt, there is a strong possibility that the interested prospect will 'resist the impulse' and wait until a price is displayed which strikes him as 'fair.'

"This is especially true of suits, overcoats, etc., where the various differences in price are more apparent."

Children's suits well repay careful display and aggressive selling. The Canadian youth is probably better dressed, and more discriminating in his choice than ever before. It will be noted that in the window shown, boys' suits are displayed with the men's suits, and boys' shirts with those for men. What boy does not like to get his clothes at a men's store?

Mr. Gilker mentioned that a heavy vallance is being tailored for the windows. This vallance will conceal the lights at the top of the windows, and above each will be embedded the name "Gilker's."

Mr. J. A. Gilker introduced, as "second in command" his brother Arthur Gilker. The credit for the well dressed window shown was unstintingly given to Frank Cryderman, who also prepares the show cards.

Exterior view of Gilker's of Nelson, British Columbia.

WOOLLEN MEN FROM SCOTLAND

(Continued from page 24)

Association's Aims

The history of this Association is, in a very real sense, linked up with its visit to Canada and the United States. Two years ago a great deal of mischief was being done to Scotch Woollen manufacturers by a flooding of many markets with tweeds purporting to be Scotch tweeds. Many of these so-called tweeds were neither made in Scotland at all nor contained much of the pure virgin wool. It was mostly shoddy, frequently adulterated with cotton. To protect themselves in the markets of the world some thirty-five manufacturers who represent about three-fourths of the entire output of woollens in Scotland, organized what is now known as "The Scottish Woollen Trade Mark Association" whose object was to give publicity to a national trade mark guaranteeing the cloth upon which the trade mark is used as "made in Scotland of Pure New Wool."

In order to have first hand knowledge of conditions on this side of the Atlantic and to study the best methods of increasing the demand for genuine Scottish woollens in the North American market, this delegation has been arranged. There will be about twenty members who, in themselves, represent about half the entire output of woollens in Scotland. Arrangements have already been made in Montreal to have the delegation meet the Dry Goods Association and doubtless similar arrangements will be made in other centres to be visited by the members.

"A Man Must Have A Hobby"—Therefore The Proprietor Proceeds To Build His Own Store

Mr. Fraser, of Alex. Fraser & Son, of Renfrew, Ontario, Makes All His Own Fixtures—Music as a By-product—The Store News—Features of Store Management and Arrangement—"Thank You"

IT WOULD be difficult to discover a store with more unusual features and possessed of as much individuality and distinction in appearance as the "Quality Clothes Shop" in Renfrew, Ontario. Known to citizens of Renfrew under the name of its owners Alec Fraser & Son, the store ranks high among the many points of local interest and is always pointed out to strangers as a model in point of progressiveness and good management. Well equipped shops are the order of the day, however, in Renfrew, which aspires to the proud position of being Canada's model town, and thus it is not extraordinary to find that all the different forms of retail business carried on are characterized by the same attention to modern appearance and efficient management as is so strongly emphasized by the "Quality Clothes Shop."

Item number one which calls for attention when visiting the store is its appearance. A few months back this store was a flourishing movie theatre, "Imperial" by name, and exceedingly modern and well finished in equipment. For some reason however, it was sold and remodelled into two commodious stores one of which is now the property of Alec Fraser & Son. Its front is designed to provide the maximum of window space and is smartly finished in mahogany with pebbled glass pannelling as a background, while overhead the same glass is employed to give a lighter effect than solid woodwork would afford.

A Fine Effect

Inside the store the same glistening freshness and immaculate neatness prevail. Shelves, tables, racks all show evidence of super-care and patience in maintaining order down to the last detail, not a box shows even the slightest deviation from the regular rows in which it is placed, nor is there so much as a scrap of waste paper on the polished hardwood floors. The equipment is modern and seems to fit into its surroundings with more than usual effectiveness. In a word, the store radiates that intangible something rarely met with and usually associated with the idea of exclusiveness in the average mind.

Music as a By-product

So much for the external aspect of the business. The next point which merits prominence is the fact that the greater part of the actual construction of the aforesaid equipment and fixtures was the work of the proprietor himself, for Mr. Fraser is not only a successful retailer of men's clothing but is also an expert cabinet maker and carpenter. As will be noted from the photograph of the interior of the store, all the showcases appear to be the products of some leading factory which turns out goods of that description, yet every one was built and finished by Alec Fraser himself. Nor is this the extent of his ingenuity. At the far end of the store may be seen a staircase leading up to a mezzanine floor. This balcony is used partly as an office and partly as a music room where anyone who cares for music may sit down and enjoy his favorite phonograph selection as reproduced upon a marvellous new instrument originated and constructed by Alec Fraser himself. Mr. Fraser is always delighted to entertain a friend or customer and to explain the many wonderful features of his invention, several of which are pending patent and which will prove a boon to lovers of phonopraph music. The construction of the machine is entirely a hobby with Mr. Fraser, who looks upon his magnificent instruments with a natural pride. His workshop is located just over head, and is filled with phonographs or "Renaphones" in all stages of completion.

"A man must have a hobby," explained Mr. Fraser to a staff member of Men's Wear Review," and I happen to be fond of the finer kinds of cabinet making. It does us all good to get away from business for awhile."

"The Store News"

The Fraser store believes in unusual publicity methods, which are snappy and up-to-date, yet thoroughly in keeping with the dignity of the business. On the first of each month a clever four page circular entitled "The Store News' is mailed to some 500 customers in and around Renfrew, and it is safe to make the assertion that every copy gets read. Ostensiby an advertisement for the merchandise of the "Quality Clothes Shop," it yet combines purely practical advertising with humorous touches, and here and there a straight forward statement of the policies and aims of the store. In the November issue, the slogan used repeatedly was the phrase "waiting for you!" and each separate item of merchandise was cleverly featured over these words. One example might be given:

Ties That Call

But not too loud, for nothing too loud is allowed.

(Continued on Page 36)

The "Quality Clothes Shop" of Alex. Fraser and Sons of Renfrew, Ontario. The handsome panelling at the background is very effective in setting off the window display.

Keeping Tab On Consumers' Erratic Demand For Certain Lines Of New Merchandise

System That Is Proving Successful in Central Ontario Store—A Weekly Report on Trend of Trade That Works in Conjunction With "Want Slip"—Co-operating With the Advertising Department—Getting New Profits

"BUSINESS is spotty" is a very common phrase heard in the trade these days. It is another way of saying that consumer demand is fickle; it is governed by a multitude of conditions that vary with general national or international trade conditions, or with the more strictly local conditions such as capacity at which industries are working. With stocks clean and consumer demand uncertain, there is bound to be this spotty condition for some time to come. The weather is bound to be a big factor in trade. The belief of many manufacturers that novelty lines are needed to awaken the lethargy of people able to buy will also be a factor—a factor with which the retailer is acquainted probably to a greater extent than the manufacturer. While there is, generally speaking, a depression in trade it should not be forgotten by the dealer that there are still many people able and ready to buy and who are little influenced or affected by this depression. It is, perhaps, this class of people which can be induced to buy with novelty lines and whose demand, also, for regular merchandise is still consistent.

Watching Trade

It is this uncertainty in trade that is worth watching. That is the opinion of the merchandising manager of one of the successful department stores of central Ontario. And he is watching it systematically—perhaps, the only way that trade or anything else should be watched. It is the store with the system today that is able to trim its sails—and it's sales, too—to the popular wind. This merchandising manager realizes that if a man can't work, he can't buy. But he also knows that there are only a comparatively few men out of work and while this may have a conserving influence on others, there is still a considerable number of people who are not influenced at all and who are buying as consistently as they ever did. "We feel that the people who are buying," he said to Men's Wear Review, "are the people who have money and they are not all buying cheap goods, either. They are buying as good merchandise as they ever did; in fact, we find that the very cheapest merchandise is the least salable of all the merchandise we carry on our shelves."

Demands Changing

It is at this point that the spotty condition of trade enters into the merchandising problems of the present period. Consumer demands are ever changing. "For some time," said this merchandising manager, "we feel that there will be an erratic demand for merchandise and that this will jump into abnormal demands for certain lines. In these lines there is profit to be had and we do not want to miss this demand when it develops and as it develops. We are finding and seeing this demand from week to week and we are doing our very best to keep in touch with it and to meet it from behind the counter."

Questionnaire For Department Heads

The method that is being employed in this store to keep a careful watch of this development for certain lines of profitable merchandise is shown in the form reproduced on this page. As will be seen, it is a weekly report that reaches the proper source and is very carefully studied and acted upon in due course. Department heads, of course, keep in closest touch with the sales' staff not only in a personal way but by means of the "want slip" that is used in many department stores. This "want slip" is filled in by each clerk and it is a written record of a demand made by a customer that the store has been unable to fill. We know of cases where it has proved very beneficial to the store and has enabled it to give better service and to add new departments to the store in course of time. A definite development in trade can be watched by the department manager through the use of these weekly reports. The first faint murmurings of a new fad is a worthwhile thing to every live merchandiser and keeping in touch with it may add considerable profit when this demand grows as a result of consumer demand co-operating with a demand that is partially created by the advertising department of the store. That is not the least valuable feature of this weekly report. It will be noticed that it is signed and sent to the Advertising office where the advertising manager scans it, sees that there is a definite trend toward a certain line of merchandise and promotes that demand through his daily advertising.

This store is finding this little system a very helpful and valuable one. It is proving the means of new profits. It is bringing the wishes of the consumer under the very eyes of the merchandising manager; and, wisely, the merchandising manager is bowing to the wishes of the consumer and getting him or her what he or she wants—when they want it.

Questionnaire For Department Heads

Fill In, Sign and Return to Advertising Office

What goods were most in demand last week in your department?.....

.....

What developments have arisen that would make it essential to have any other particular lines of goods in your department?.....

.....

.....

Are there any goods called for that you have not in stock?.....

If so, name these goods.....

.....

Since Variety is the Spice of Life Give 'em Variety in Forthcoming January Clearance Sale

The Month of Sales Makes the Retailer Think About New Methods—Some Sales That Have Been Tried Out and Worked Successfully—Avoiding the Injudicious Sale as Harmful to Business

"WHAT can I do to keep business stimulated right after Christmas?" asked a Montreal retailer the other day. "Business has not been as lively as usual this month and I am running a 20% discount sale right now instead of waiting until January or February. Everybody seems to be holding a sale of some sort and it looks as though there would have to be something pretty unusual to attract business after the New Year."

This man expressed the opinion of many retailers in these words. In Montreal the month of November has been signalized by the holding of innumerable discount sales ranging from 20 to 50% off the regular selling price of clothing and furnishings, so much so that a man was overheard to remark on a street car that "there must be a reason for all the cut-price signs." All the stores seem to be joined together in a truce against high prices and from the huge posters which flaunt across their window fronts, down to the double-faced "sandwiches" propelled by man power about the snowy streets, everything bespeaks the festival of bargains arranged to unloosen reluctant purse strings.

A staff member of Men's Wear Review was informed that business has been unusually quiet during the past four weeks and retailers in general found it necessary to resort to the clearance sale earlier than usual. Even the department stores have announced a cut of 20% in certain lines, and now the exception to the general rule is practically nil.

There are however, here and there, stores which refuse to be tempted out of their accustomed routine with regard to the holding of clearance sales. They argue that two sales a year are necessary for the purpose of clearing up stock, of brightening trade and of keeping the store in the public eye as prominently as possible, and January and July are the appointed times for the holding of such events. These stores usually make little fuss over the sales in question but merely allow the regular discount off prices in their advertising, while at the same time they are inclined to fill up their windows with inartistic piles of merchandise announced by means of glaring signs which often cover the back of the window or the front of the store.

Although no one will assert that this method is not useful to a certain extent, yet it has been overdone in many places and has come to be associated with "going out of business" sales and "bankrupt stock" events. Such methods of publicity are inevitably associated in the average man's mind with a falling off in business and a resort to exaggerated statements.

Appeal to Emotional Feelings

It is quite true that some catchy idea should be back of the sale in order to lend it the necessary spice but those retailers who have made really noteworthy successes of their sales during the past few months attribute the reason for the results obtained to the fact that they have appealed to the emotional side of human nature and have ignored the time-worn discount expressed in terms of percentage. "People never think of discounts in terms of percentage," explained one leading Montreal clothier to Men's Wear Review. "They must be told particulars, and informed of a good reason for holding a certain sale, and the more definite the particulars and the stronger the appeal to their emotions, the more effective will be the advertising of that particular event."

This man stated that he had discontinued the holding of sales under the title of "20% discount off" and preferred to utilize a striking adjective which would not only explain the "raison-d'-etre" of the event but arouse curiosity and interest in the widest possible number of people. A few suggestions for such sales were offered which would obviate the employment of the percentage discount while conveying an idea of generous reductions for the purpose of reducing stock at the usual season.

Some Successful Sales

1. A "Confession" sale as held recently by the firm of Blumenthal Sons of Montreal, provided an unusual stimulus to curiosity as to what the firm had to "confess." The said "confession," needless to say, referred to the fact that the firm wanted to unload certain lines of merchandise, since prices had come down and could be replaced more cheaply still. This sale was an extraordinary success, as was also their unique idea of refunding $5 for every old overcoat brought into the store to be given to needy men among the unemployed. The latter idea has since been adopted and carried out with equal success by leading clothiers in Winnipeg, London, Hamilton, Ont., and in Connecticut, U.S.A. In this case the emotional appeal was especially strong and more than compensated in results for the absence of definite percentage discounts.

2. A "Lonely" sale, as held by the R. J. Tooke stores, Montreal, to dispose of single garments remaining after the close of a season. These "lonely" articles when properly described and advertised promptly found owners, although a set discount was not definitely fixed throughout the store.

3. An "only 3 to a customer" sale proved a great success last year on the principle that a grocer follows when he advertised tomatoes at 14 cents a can and limits purchases to three cans. The idea of limited quantities stimulates interest to a great extent, and will attract more than mere mention of a reduced price.

4. A "cash refund" sale was also tried out by another store last January when business had slumped lower than usual. This idea consisted in refunding the full amount of the purchase made by every 20th customer to the store in question upon a certain day, which happened to be the store's 20th anniversary. The customer in each case, of course, was in ignorance of the fact that he was the twentieth and was usually delighted beyond words at his good fortune.

5. A "Quick-Action No-Profit" sale is another feature of the present month as conducted by the Allen Men's Wear Store of Craig and Bleury Streets. The sale is held to raise money quickly and emphasizes the fact that no profits are asked for—only ready cash. The sale prices are substantially lower than regular figures, but no percentage is used.

6. Across the street in "The Hub" another prominent clothing establishment, the idea of the federal elections plays a leading part in their November sale, since all the advertisements announcing the event accent the note of "Voting for Good Clothes." Their sale is announced as "The Strongest Clearance of Good Clothes in the Entire City."

7. The "Anniversary" sale, in which the prices reflect the number of years in which the store has been in business. A tenth anniversay therefore features prices which include the figure "10" prominently, and groups of merchandise are featured which offer wonderful values for a "ten spot."

Some general reflections on the causes and reasons why sales are necessary will often convince the retailer of the unwisdom of holding a sale out of season or merely to cause a flurry of excitement in dull times.

The Ontario Associated Boards of Trade in session in Brantford this month expressed the opinion that Canada has turned the point in business depression and is on the path to better times.

Are you Watching your Sales Cheques?

Are Invaluable to the Careful Merchandiser—Number of Sales Should, at Least, Show Increase in Proportion to Decrease in Cost of Merchandise — Co-operation at a Time When It Is Most Necessary

DO YOU keep track of the number of customers you serve, every day, every week, every month, every year?

Complete records of all store's activities are indispensable to a properly conducted business. Unless a man can see every arm of his business's service moving, he does not know whether or not it is moving in harmony. And unless he keeps records he cannot see the different arms of the store's service moving at all. At the end of the day, the merchant may have accumulated certain impressions which lead him to the conclusion that he has had a very busy day. The cash box tells him that it has been a good day, all things considered.

"All Things Considered"

But what are the "all things considered?" It is here that the value of the records comes in. Does he mean when he says, "all things considered," the condition of the weather, the general trend of business in his particular locality or his country, or the fact that he has offered some "specials" and the response has been good? Or what does he mean? The growth of a business is written in comparisons, not only in dollars and cents. A merchant can tell if his business is growing by examining his records—if he has them. If he hasn't them, he is at sea. In that indefinite phrase, "all things considered," his records should come first. And among the most, if not the most important records today are those which tell him of the number of customers being served every day, every week, every month.

Difference of Opinion

There is a diffference of opinion among business men as to what consitutes a better year's business this year as compared with last year. Some think that a better business in 1921 in comparison with 1920 can only mean more money made when the books close on the 31st of December. If that were to be the test of every merchant's business, there are, doubtless, many who would have to confess that they had not done as good a business as a year ago. It is not the test that one large firm known to us applies, for instance, when it says that it is well satisfied with the year's business though it has lost something that runs close to seven figures. In other words, this firm believed that 1920 would not be a year of profits because heavy losses had to be taken on account of declining markets. What they have regarded as of more importance is the retaining of their clientele. This is the other opinion to which reference is made. We know of many merchants who feel that the year's business will have beeen as good or even better than last year if they can show that they have served the same number of customers—or even more. That is the indication to them that their business has not gone back in the esteem of their friends; customers are still frequenting their store and are being satisfied with the merchandise obtained and the service given.

Increasing Customers

There are not a few stores that are both increasing their number of customers and the actual dollars and cents returns from their business. But there is one thing certain—if a merchant is to equal his business of last year, or any other year, in dollars and cents he must increase his number of customers. Declining prices in nearly all lines of merchandise make this imperative. To keep on the level with the records of 1920 means that the increase in the number of customers must equal the decrease in the selling price of the merchandise. If merchandise, therefore, has decreased one-third, the number of customers served must increase one-third. Such a showing should make for a comfortable feeling at the end of the year, at all events. If the profits have been less, at least the number of customers has been greater—and the days of legitimate profit will come again, have come again to many firms that have completely liquidated their stocks and are in a position, financial and otherwise, to make purchases at the right time and, by aggressive methods, make quick turnovers of stock.

How Keeping Count Helps

Of course, the only way to keep one's finger on this important development of business is through the sales checks from day to day, week to week and month to month. We know of a certain store in Hamilton, Ontario, which is following these sales checks very closely from day to day. They figure that merchandise has decreased, on an average, of one-third in comparison with a year ago. Therefore, they work for one-third more customers, and they are getting them. But the value of the records is appreciated from day to day. The sales checks of one day are compared with the sales checks of the same day a year ago and if, in actual numbers, they drop behind, they know that a little more "pep" is necessary. It is the occasion for reminding the sales' staff that if the reputation of the house is not to suffer, salesmanship must be of the highest standard. It is the occasion for getting in touch with the advertising manager to show him that an effort must be made to get more people to come to the store for their merchandise or there will be a faling off in business. It is the occasion for reminding the merchandising manager that the most aggressive methods of merchandising, consistent with the retention of the customers' respect, must be sought out and put into operation or there will be unfavorable reports at the end of the year. It is, finally the occasion for a general get-together push for more busines

It is only by having a record of the number of sales checks from day to day, week to week and month to month, that this development in business can be watched and can be used to good account in working for better records from week to week.

SUBSTANTIAL REDUCTIONS

(Continued from Page 23)

the year was based on the reduction in the price of hatters' fur and not on the cost of production, it seemed justified. During the last three months the cost of hatters' fur instead of receding has risen to a point that is almost a pinnacle in the price chart and while hats are still selling at the reduced prices there is no telling how long this will continue. My own opinion is that it cannot be for very long." As the trade knows, the price decline has been very marked both on imported and domestic makes; in some cases more than fifty per cent. The decline in straw has also been very considerable. These declines are given in another part of the issue.

Another feature of the hat trade that has developed within the last year or two has been the tendency toward more stabilization in styles. It used to be that a new style came out every season. We do not mean that there are not some changes, even now, every season. But in shades and blocks a hat now can be considered very good for three seasons Take pearl greys, for instance. Dealers know that they have been in strong demand for three seasons. The back bow is another instance in point.

There is one feature of this that strongly favors the dealer. It makes his hat business considerably less of a speculation that it used to be. There is little gambling about it—at the present time, less than there has ever been in the history of the hat trade.

Another feature of the hat trade is the very slow movement of stiff hats. As one importer stated to us, "they are almost dead."

B.C. Trappers Expect Normal Demand

Expect a $250,000 Catch This Season—Pelts From Western Province Rank High Among World's Furs—Trouble Over Beaver Skins —Indians Ate Beaver and Threw Away Pelts—Indians Busy Catching Beaver Now

FOR OVER a hundred years—in fact ever since that doughty Nor'Wester Simon Fraser, established a fur trading post at the Junction of the Nechako and the Fraser Rivers, and called it Fort George, the markets of the world have received some of their most beautiful pelts from the Fort George district. "British Columbia interior" is a grade and a grade that ranks as high as any in some pelts and higher in most. Fort George martens cannot be excelled by the famous Labrador skins, and a good share of the pelts that have gone out of the district, ever since the days of the "fur brigade" have been marten, known in the finished product now as "Hudson Bay Sable."

How Canadian Furs Rank

The Silver Foxes trapped in the district are only excelled by the Russian silver fox; the cross-fox, the mink and fisher are unexcelled. The lynx, red fox and otter are splendidly furred, and the black and silver-tip grizzly bear pelts are highly esteemed. The musk-rat alone of all the pelts taken from the district, cannot be ranked with the best. The trouble in this case is that though the color and growth is excellent, the fur is too fine to permit of its fabrication into Hudson Seal. It must be conceded too that though the ermine skins command a fair price, they are second to the Alberta pelt. One who has trapped and traded in furs in this district for the past twenty five years, states that the fur of the animals caught in heavy timbered country is darker than that from animals trapped in the open country owing to the fact that the coloring of the fur is a protective measure of Mother Nature's, and where the color scheme of the countryside is shaded and dark, the fur imitates it, and where the country is open and bright as in Alberta the best coloring for the ermine or weasel is naturally white; as it is found to be.

Value of Catches

In the season of 1918-19 approximately $400,000 worth of fur was bought in Prince George and the Fort George District. Last year when the fur market went quite to pieces about $100,000 was the value of the "fur crop." This year the trappers are expecting that the demand will be at least normal, which is a $250,000 crop for this district.

Trouble Over Beaver Skins

No mention has thus far been made of the beaver. Yet the beaver has in former years been one of the most important of the catches, and the beaver caught in the British Columbia Interior

Bears, the "mischievous small boys" of the fur country.

is one of the most highly prized specimens on the market. The story of the beaver in British Columbia is neither satisfactory to the Government, nor to the Indians, nor to the trappers.

Two years ago, viewing with alarm the rapidity with which the beaver was being killed, Dr. Baker, chairman of the Game Conservation Board was instrumental in having a closed season declared on beaver in British Columbia. This was in effect for two years. At the present time, the state of affairs is this. The Indians have fished, hunted and trapped in the interior of British Columbia for generations. They kill the beaver for food. They cannot be changed into farmers and section hands in a few years. The traffic in beaver skins is illicit. There is a heavy penalty for being found with a beaver skin in one's possession. As previously stated, the Indians kill beaver for food, and as they dare not be found in possession of the skin, they have been, up until a few months ago, simply destroying the pelt.

Illicit Trade

A few months ago, it was commented upon that an illicit trade was being done in beaver pelts. Beaver skins were being "boot-legged" and smuggled out of the country. The impression got around among the Indians, that they would be well advised to start saving their beaver pelts; surreptitiously, of course; that the government would shortly raise the "ban" on beaver skins. They did not refrain from killing beaver in the closed season, and feeling that something might be done to save the Indians' loss owing to the unfounded opinion getting abroad that the season would be opened the government decided to make a monopoly of beaver in B.C. The government would appoint certain fur traders to be licensed buyers of beaver pelts from Indians only. They could pay the Indian $5, they would be allowed $2.50 profit and "reasonable expense." These licensed buyers started out. The "boot-leggers" were paying $10 and $12. It was whispered around that one of the "more ancient" fur trading companies was paying more also, and finally one buyer who holds a certificate to pay $5 for a beaver pelt stated to the writer that he has seen, in the possession of another licensed buyer certificates, all from the same governmental department authorizing payment of $6 and $4 for charges, and $10 and another authorizing him to pay $12. It is common gossip among the buyers that certificates have been issued to still others as high as $15.

Indians Busy

Meanwhile, the Indians are as busy as bees catching beaver. Although the buying season and term of the buyers' licenses expired with September's passing, the Indians are quite convinced in their own minds, that in spite of all the contradictory proclamations that might be made in the meantime, they will be able to sell all their beaver next fall as well. And the agents who had bought skins for the B. C. Government, were in some cases still appealing in vain for prompt remittances from the Department, covering their outlay for purchasing for the Government.

Music Hath Many Charms

Found Phonographs Help Business

When a representative of Men's Wear Review called on Mr. Duncan of the R. W. Duncan & Co's. store in Sackville, N. B., the first thing that greeted his entrance was the sound of music coming from the store and upon entering, it was discovered that this was not for the amusement of the customers but rather as a demonstration of the wonderful phonographs Mr. Duncan had for sale and the records that he was also offering. When we presented ourself to Mr. Duncan he immediately showed us a copy of Men's Wear Review describing the enterprizing Montreal store that was selling tobaccos and cigars and alikened the novelty of that store to his own with the music department.

The sales on records and phonographs had been good and the line is in the store to stay. Asked how he came to instal this department, Mr. Duncan stated that the representative of a well known phonograph record company was in town looking for somewhere to place

(Continued on page 35)

Lining Up With Men And Boys

Successful Contests Run by Canada Clothing Co., of Smith's Falls —How a Boys' Writing Contest Was Operated—A Blue Serge Week Brings Good Results—Window Displays

"SAY George, what's your number?" was the query heard on all sides this month among school boys of the busy town of Smiths Falls, Ont. The said question was generally accompanied by a close scrutiny of a large white button prominently pinned to the youngster's lapel. The reply given in the majority of cases proved unsatisfactory as the boys generally parted with some such remark as "Well, if you come across one like mine, be sure to tell me."

A staff member of Men's Wear Review happened to be in Smiths Falls while the aforesaid search for some mysterious number was in progress. To the first person who seemed likely to know anything about the game, a query regarding its nature was promptly made.

The worthy citizen to whom Men's Wear Review applied for information waved a hand in the direction of a smartly dressed window across the street, in which men's and boys' clothes were prominently featured. "Go over there and ask the Canada Clothing Company," he said, "they know all about it."

And the Canada Clothing did know all about it. "It's nothing very unusual as ideas go," remarked Manager Cohen in explanation, "but it has proved exceptionally good as an advertisement. Here is the idea. We got out a number of large white celluloid buttons on which was printed a number in plain figures, as well as our name, and the directions to find the boy with the same number as this. If a boy did find the mate to his button, both boys were to come to our store and each would receive $2.00 in value from our merchandise. Out of several hundreds of buttons, there were only about 50 duplicates distributed, so that there was sufficient uncertainty and difficulty about the game to keep the boys constantly on the 'qui vive' to find their own particular double.

"The buttons were distributed to every boy who would come to the store and ask for one," continued Mr. Cohen, "and all they had to do was to wear it. We do not believe in attaching any conditions to contests of this description for the principal benefit from them to a store is the publicity they promote. The youngsters were really more attracted by the idea of discovering the mate to their own number than in obtaining the merchandise, but the winners were always ready to tell anyone and everyone that they had discovered the 'lucky double' and of what they received from the Canada Clothing Company as a reward for their trouble."

The Canada Clothing Company prides itself upon stocking "everything for men and boys" but it is especially noted for its service to the mothers of Smiths Falls' rising generation. Scarcely a season goes by that the firm does not feature something of distinct appeal to the wide-awake boy, who loves a competition of any sort. Previous to the button matching contest, the store featured a writing competition, which also proved exceedingly popular. The idea behind this also was merely publicity, and no "strings" whatever were attached thereto.

The competition was named a "boys' writing contest" and it consisted merely in filling out two lines on a specially prepared card on which the simple rules of the contest were printed as follows:

Rules of Contest

1. Fill in the lines below.
2. Writing must be done by the boy.
3. Two prizes will be awarded every tenth day.
4. No boy to enter after receiving one prize.

The space reserved for writing was merely sufficient for the name, age and full address of the competitor, which it is needless to say, was filled in with meticulous care and was as legible and painstakingly done as was possible. The prizes offered were two in number, $5 on any boys' suit and $2.50 worth of merchandise of any sort in the store. The winners' names were published in the local newspaper every ten days, and the judging was done by a school teacher not then connected with any of the schools of Smiths Falls. Out of 1000 cards printed, fully 800 were called for and filled out by boys between the ages of five and ten years. The judging of the handwriting was of course based upon the age of the youngster rather than its individual merits.

A Lucky Number Contest

A third successful idea tried out by the Canada Clothing Company was simplicity in itself, yet it also proved highly interesting to all the boys in and about Smiths Falls. Anybody and everybody of school age was invited to come into the store and get a number and then every two weeks a suit was drawn for in the usual manner by putting the numbers into a hat. Interest in this contest became very keen, and practically every boy entered his name for a number. The fundamental benefit from each and all of these competitions was the building up and yearly revision of a live mailing list.

"Blue Serge Week"

But the Canada Clothing Company does not confine its activities in keeping the boys in touch with its store. It does not overlook the fact that in Smiths Falls there are many men who require suits as well as other furnishings for their working as well as their off duty hours. A particularly effective method of reaching this class of patronage was recently tried out by the store with excellent results. This idea was the sending out of a number of personal letters to the men of Smiths Falls and vicinity explaining that a "Blue Serge Week" was to be featured shortly, and enclosing a sample of the material from which these suits would be made. This samp'e, although only a few inches in diameter, gave the recipient of the letter a good idea of the quality and color of the serge advertised. so that the price of the finished suit could be more readily appreciated for its excellent value. Thirty dollars was the price for a suit of blue serge, which was sufficient to attract a large volume of business. coming as it did last year when regular prices were far in excess of that figure.

Clever Window Displays

The Canada Clothing Company is impressed with the need of providing the best possible value in clothing and furnishings at the lowest possible figures at the present time. Never before have people been so desirous of obtaining value for their money as now, according to the management. The firm endeavours to maintain a service which is equivalent to that afforded by a city store and their windows especially reflect only the smartest and most up-to-date novelties. One window recently featured a knitted goods display, including colored sweaters, underwear, hosiery and gloves, all well balanced and artistically enhanced with neat show cards and stands. The second large window featured two smart top coats accompanied by unit displays of felt hats and walking sticks. The two windows together were an effective demonstration that city ideas can be copied and handled by the small town merchant if he will only take the trouble to study the methods of display men in large centres. The excuse so often encountered that country people do not care for such things or that it is a waste of time, no longer holds weight with wide-awake clothing men. They realize that if they do not keep abreast of the times, there are plenty of ways for the townspeople to obtain merchandise through the medium of the mail order catalogue or the nearest city department store.

Passive unresistance and lack of progressive power have long been the failings peculiar to stores in smaller towns. It is satisfactory to find that in the case of men's wear stores especially, there is a tendency to make an exceptional effort this winter to keep business in town by means of live methods combining publicity and real service to customers.

"Business Never Better Than Now"

So Says Manager of Baird & Riddel' Company, of Carleton Place, Ontario—Specializes on Catering to Stout Men—Dresses Windows Four Times a Week—Other Features

"BUSINESS was never better than it is now," said Elmer Robertson, manager of the Baird & Riddell Company store of Carleton Place, Ontario, to Men's Wear Review. "The town is prosperous without any unemployment and the population is not obliged to practise economy. The many large industries located here provide us with a vast number of skilled and industrious working people as well as a considerable quota of office and professional men, so that the local stores are kept busy all the time supplying the wants of this community."

The bugbear of financial stringency so dreaded by merchants because of its attendant depression has happily passed over Carleton Place, and instead of short time prevailing in the mills, the workers are actually obliged to be employed night and day. Consequently, says Mr. Robertson, the local stores are endeavoring to keep up with the unexpected good fortune which has befallen them, and are featuring the best merchandise procurable. Display methods and arrangement are decidedly better than in most towns of four thousand odd inhabitants. In the case of the Baird & Riddel store particularly, it is found necessary to change windows and interior displays as often as four times a week in order to avoid too much monotony and to attract the attention of the large number of workers who pass the store four times each day.

An Exclusive Atmosphere

The most striking feature about the inside of the store are its two display cases situated close to the front door. These are particularly interesting to visitors on account of the unusual manner in which they are dressed. Both cases are of heavy plate glass of the usual size and are trimmed with a background and floor of pastel colored silk and lighted by a mahogany table lamp shaded in the same color. This month the color scheme happened to be yellow of a warm sunny shade, which caught and reflected the light as well as set off the dark hued merchandise smartly disposed about the cases. Black silk knitted ties, hosiery, gloves and small accessories were carefully placed in artistic groups within the cases, and on top, several racks of the newer ties were displayed beside another shaded lamp. The atmosphere of this furnishing section was indescribably smart and had all the ear-marks of a high class specialty shop. Yet Mr. Robertson modestly confessed that the decorative appearance was his own handiwork and took little time to work out. Even common-place merchandise would take on an air of exclusiveness when shown in such surroundings as these, so it is not to be wondered at that superior qualities are rendered still more attractive by reason of the close attention paid to harmony of appointments and setting.

Systematic Arrangement

Systematic arrangement of stock is another of Mr. Robertson's hobbies, and the shelves backing the left hand side of the long shop are models of order and neatness, displaying minute labels indicating sizes, etc., in legible lettering. Close beside the front door is a novel shirt display case designed after the style of a sectional bookcase, with glass drop fronts. Each size from 12½ to 18½ is kept in its own division, clearly marked, so that even without lifting the glass front, the full range of its contents may be seen by the customer who can judge what patterns attract him most. This plan is considered preferable, by Mr. Robertson, to the display show case filled with shirts, for the reason that artistic miscellaneous displays attract more interest than would one complete line of goods.

Caters To Stout Men

In connection with this display, Mr. Robertson pointed out that the store does a large business in "stout wear" for men, and considerable quantities of shirts in 18 are sold, as well as underwear in size 48. Whether this is due to the fact that prosperous conditions tend to create "embonpoint" was not explained, but the fact remains that few stores find it necessary to specialize in outsizes to the extent that Baird & Riddel are obliged to do.

Hosiery is another line which is methodically arranged in this store, including stock of boys' and men's together. No boxes are used at all for the merchandise on the shelves but small racks large enough to hold half a dozen or more pairs are ranged in rows from the floor upwards to the top of the fixture. The boys' hose are placed on top and comprise two rows, and the men's are placed below, each size to a row, at the different prices. The different colors are kept distinct too, so that when a man wants a pair of socks he has only to state the size and color and he can have his choice from 25 cents up to as high as he likes, all out of one rack. This obviates opening and putting away a number of boxes in order to show goods of different qualities. Although men are not supposed to care about values particularly, yet they do appreciate the convenience of a full display at a glance, when contrived in this way.

Uses Perpetual Inventory

A perpetual stock inventory is another of Mr. Robertson's systems, which he says keeps him informed every day as to just how the stock stands. No elaborate forms are needed for this, merely an ordinary exercise book such as school children use. Several pages in this are ruled off in columns, a page at a time being given to one line, such as suits for boys, coats for men, etc. In the former, for example, there would be 7 columns, each headed by the number of the size of suit carried, beginning at 30 and going up to 36.

In the columns are listed the stock numbers of each suit according to size and its price. As each garment is sold it is crossed off, of course. The entering of the numbers and prices is done in a few hours when the stock comes in at the beginning of a season, so that there is no need of after hours work before stock taking, etc. Buying is a simple matter with such a system, says Mr. Robertson.

Founded in 1887

The business was founded 34 years ago by the two men by whose names the store is known. Recently, however, Mr. Riddel retired from active business, leaving Mr. Baird to handle affairs with Elmer Robertson as manager. Various side lines have been added to the ever-increasing custom, including baggage, boys' scouts lines, etc., and in addition to the regular trade, the store will make clothing to order for customers.

A final point emphasized by the management in regard to the policy of the firm was that no sales are ever held, and no price concessions are ever asked for by customers. "We make prices right and business keeps on growing," was the explanation.

Pollack's store in Three Rivers, Quebec, moved into a larger store on December 1st. He carries a complete line of men's wear, and reports business good.

The Men's Toggery Shop have commenced business with an up-to-date store and stock at 1635 Queen street, west, Toronto. W. H. Spencer and J. A. Godard are the proprietors.

Wm. A. Breglia has opened a men's wear store at 1642 Queen street, west, Toronto.

MacLeod Bros. of Calgary ran a half million dollar sale the end of November.

Arch Moir On Clothing Salesmanship

Well-Known Clothing Expert Outlines Some Essential Points in Clothing Salesmanship—Says Prompt Deliveries One of the Most Important—Style Sells Quicker Than Price—Personal Appearance and "Pep"

"MY ADVICE to the ambitious young clothing salesman might be summed up in these words, pay attention to details," was the message given to Men's Wear Review by "Arch" Moir, the well-known expert on clothing salesmanship during an interview this month. "When I am asked what constitutes a successful salesman, I am always tempted to reply in one word, namely, diplomacy, but I also believe that the man who can be depended upon to give a square deal is the one who wins out."

Mr. Moir speaks on the subject after nearly two decades of experience, during which many interesting changes have occurred, and the contrast between "then and now" affords in the description, an enlightening aid to the better understanding of conditions as they are now. Glancing back over the sixteen years Mr. Moir pointed out briefly the manner in which clothing salesmanship has increased in difficulties instead of becoming more simple. Like other lines of business activity it yearly becomes harder to break into, and the plaint of many managers is summed up in the words, "Where are the young men who used to be such good salesmen?"

Fewer Difficulties in Old Days

To sell a suit of clothes a few years back required little technical knowledge and still less definite information relative to the handling of customers from a psychological standpoint. There were very few varieties of suits compared with the arrays which puzzle the would-be purchaser nowadays. If a man wanted a suit, he merely decided upon the color and the approximate price, and took whatever was in stock. Now there are dozens of different styles to select from and almost as many colors and patterns. The young man of today is as fastidious about the style of his clothes as is his sister about hers, and salesmanship has become a matter of deciding whether the single or double breasted style, in either one, two or three buttons would be most becoming to the customer. All these changes and improvements have made the business of selling clothing infinitely more difficult than it ever was a few years back.

Deliver Goods on Time

Asked what the essential details were which the salesman should bear in mind, Mr. Moir explained it thus.

"I have known of innumerable cases where the store has lost good customers merely because it has failed to deliver the suit on time. That sounds almost too trivial a thing to mention, but nevertheless it is one of the most important details about the clothing business. Almost fifty per cent. of clothing stores ignore the necessity of delivering goods when they are promised, and argue that any old time will do. I have always placed myself in the position of the customer and considered that if he has ordered a dress suit for a certain day, he probably expects to wear it that evening and he will want to try it on before hand, may be to see that his vest, etc., are alright. If the suit is not delivered until the store sees fit, and it causes the customer to telephone frantically to find out if it has left yet and so on, the chances are that that customer will never patronize the store in future. And I don't blame him either," concluded Mr. Moir.

" My simple plan has always been to deliver any suit wanted at a certain time at least a day sooner than promised, and if it is unavoidably delayed owing to circumstances beyond my control, I send it by special messenger to the cutomer, telephoning him that it will be there in plenty of time, so as to save him any anxiety. The messenger boy costs but 25 cents, but it means immense satisfaction to my customer, besides a feeling of confidence in the store."

Never Argue

Next to the importance of delivery, Mr. Moir emphasized the attitude of the salesman to the customer. "Never under any circumstances argue with a customer. It should be every store's policy to consider the customer as always right, no matter what the matter may be. Even though the customer's demands may be preposterous, it is absolutely essential to heed them and to convey the impression that they will be followed out to the letter. I have in mind a man who wanted all sorts of pockets put into a coat which never should have been touched, but we endeavored to suit him in every particular yet when we had all but ruined the coat in order to please him, he said he would never come near us again. He was one of the cantankerous kind who are always dissatisfied, yet they should be catered to with just as much assiduity as the rest. I heard a designer once say that he would put three sleeves into a coat if it would make a customer satisfied, and absurd as that sounds, yet it expresses the idea perfectly. My own principle in selling is not to confuse the purchaser by showing too many different suits at once. If the man comes in just to look around, by all means encourage him to do so, and impress upon him that values are better than for many years past. Prices have dropped to a level nearly 50 per cent. lower than the peak price, and yet the workmanship is better than ever. On the other hand, if your man seems likely to settle upon something and the choice narrows down to two or three suits, I advise eliminating two of them as quickly as possible and emphasizing the very points about them which most appeal to the customer. For example, if he says that he feels that the color suits him, and the cut makes him look slender, by all means agree with him if this be true, and concentrate upon this suit which interests him. By eliminating all other distracting influences the salesman can quickly close the sale and give the customer a less dissatisfied feeling, as though perhaps another might have been better."

"The young salesman should learn to classify customers in his mind, so as to be able to judge quickly whether they require to be drawn out sympathetically as to their needs, or whether they must be waited on impersonally, or again, if they need to be dealt with from their own point of view or their wives'. If the wife happens to come with her husband, of course, the salesman will set himself to satisfy her, not the husband, for in every case he might as well leave his opinion out of the matter entirely. The average man leaves it all to his wife and is generally satisfied with the result."

Style Sells More Goods

"Is style more important than price to the customer of today?" was the query next put to Mr. Moir. "Most decidedly," was the reply. "The man who needs a new suit or coat to-day rarely quibbles about the cost provided he finds something which suits him. Style is the most important thing in men's clothing and it is a much more difficult matter to select the right thing than it used to be. I consider it advisable to use price tags in window displays, especially if the line carried be recognized as a very high class range, because often the price will bring men in who never believed they could afford a suit of the make. One cannot always tell much about a customer's purse by his appearance, and it is generally best to let him ask the price of any suit tried on, rather than tell the customer in so many words. If they like the garment well enough, they will take it, even though it may cost more than they expected. I remember a sale I made once," continued Mr. Moir with a reminiscent smile, "a poor charwoman came

(Continued on Page 37)

Started with Small Store and Wagon

Thirty Years Ago the Kaplan-Stein Business Began in Yarmouth, N.S.—Planning the Window Displays—Growth of the Business—Monthly Organ—Original Window Displays

"COULD you take the time to tell me something about your business?"

The writer asked the above question of one of the proprietors, while on a visit to Yarmouth recently. He was directed to the workshop on the top floor, with the remark: "You'll find Kelty up there. He's the man who can give you whatever information you desire."

Accordingly, I climbed the three flights to the top floor, intending to make a brief stay. I remained all day. Why? Well, just because of the unusual interest that radiated all around me. "Workshop" was right. It was the most interesting workshop I ever visited. Once I had the good fortune to go behind the scenes of a big New York theatre during the preparations for an elaborate show. The "workshop" reminded me again of this—only on a smaller scale. In explanation I must say that Mr. Kelty, the "advertising man" of Kaplan-Stein's was once upon a time a theatrical man. That accounted for it. First there was a platform along one side of the shop, exactly the size of the display windows where every display is set up before it is put in the window. Back of this is a regulation—to use a theatrical term—"paint frame," upon which the various backings are painted. Another section is devoted to the carpenter shop and here is the complete outfit to turn out good work. But, most interesting of all is the row of miniature models upon the shelves, of the various window displays that have attracted so much attention. "Explain it," I said. surprised at finding such an equipment in such a small town.

"The bosses are different that's all. They believe in me and I guess I'm different. They engage me for ideas and they let me alone once a plan is accepted. Did you ever read any of Elbert Hubbard's ad stuff?" he questioned. "Well, I'm a believer in Hubbard's ideas and one quotation has always remained with me. Write it down—it's a good one to hold on to." So saying, I wrote as he dictated;—"The Bromidical Bosco reasons that to advertise Lard, he must talk Lard, eat Lard, sleep Lard, and swim in Lard. That Lard must be smeared all over his copy, his whole advertising stunt must smell of Lard. 'Tis a very great error. For, be it known, that the chap who makes a success of it is the one who wraps his Lard in Paraffine Paper, and slips it into the centre of a bunch of violets."

"That's what we do here. Something different from the ordinary—something to make people talk."

"Tell me something about the beginnings?" I asked.

Started Thirty Years Ago

"Let's see. About thirty years ago," he said, "I. H. Kaplan, senior member of the firm, then of Omaha, Nebraska, took it into his head that if he came to the Maritime Provinces, he could build up a business that would take care of his old age. He arrived in Yarmouth with his son 'Abe' and started the ready-made clothing business in a small way. You see, his vision of thirty years ago is verified, for to-day, the Kaplan-Stein establishment is one of the finest in the Maritime Provinces. In the early days, I. H. attended to the sales in a small store on the main street, while 'Abe' worked the surrounding country with a wagon, founding, among the people of the South shore, a reputation that is the ground rock of the concern to-day.

"On sound principles, the business grew and in a few years the building alongside was acquired, and an archway cut through and the two stores combined. Then a clerk was employed. Abe still followed the road.

"R. G. Dun Co., states that the 'average life of a successful general store is twenty years,—then it fails.' If a store wasn't successful, it wouldn't live, but by the time twenty years had elapsed in the Kaplan business, a third store was acquired, the three thrown into one, and the advertising slogan of the concern was 'three stores in one.'

"The advantages of healthy advertising were realized, and they soon had the name of being the biggest advertisers in Yarmouth. Next, Mr. Kaplan's son-in-law joined the firm, adding a new vigor to the establishment, assuming the financial and buying end of the business.

"Next—the J. D. Dennis building, one of the finest in Yarmouth, was acquired, Mr. Dennis retiring from the dry goods business. The building was entirely remodelled and fitted up for as fine a ready-to-wear store as there was in the Province. Then, I joined them though I knew nothing of the clothing business. I have been with them two years, now, so I guess they're satisfied."

Kaplan-Stein issue a monthly house organ in the form of an eight page newspaper, entitled the "K-S Gadabout," the circulation of which is about 3,600, each issue being on the first of the month. About a third of the paper is used for advertising purposes, the balance being interesting reading matter, or, as Mr. Kelty puts it, "the paraffine paper in which the Lard is done up." The result of this paper is that out-of-town patrons, and they do a large mail order business, are kept constantly in touch with the store, its various departments, and its special offerings. Asked how he kept his mailing list up-to-date, he replied, that he kept constant watch on all local newspapers, noted everybody's movements, jotted it down for reference, and kept a card filing system for such information as was desired.

But it is the window displays that are ingenious. They are unlike any other, in that they are theatrical. They are not show cases—they are attractions—they make people talk about the store.

The store itself occupies three floors, 90 x 55, the main floor being devoted to the Men's department exclusively; the second floor to the Ladies' Ready-to-wear. The Bargain Basement is all that its name implies and more, for here, the unseasonable articles, broken sizes and odd lots, are put to clear out. The third floor is occupied by the workshop and store rooms.

MUSIC HATH MANY CHARMS

(Continued from page 31)

the agency and the thought came to him that this would be a good idea, so he immediately hunted the man up and signed the contract.

This department while showing a good profit itself is also bringing good results to the regular furnishings department as many a time a person comes in only with the idea in mind of buying records and before they go out they have purchased a tie or shirt. It is when the records are being played over that the most good is done as it usually takes some time to choose the particular selections wanted and quite naturally a man or lady will look around the store, very often seeing something that they want but hadn't thought of. This same condition is brought about when people who had made purchases very often stand around to hear some particular piece and before going many times buy something extra. The same thing applies to the sales on records and machines as those who came in for furnishings very often decide it would be nice to take home a surprise for the family in the form of a new record.

To regular customers of the store, Mr. Duncan allows the privilege of taking home a number of records to play and from which to make a selection before purchasing. This has proved particularly good as many times a number of the records are kept whereas if the decision had been made in the store it is most likely that there would have been only one record bought.

Interior view of A. Fraser and Son's store of Renfrew, Ontario, showing the handsome show cases built by the proprietor of the "Quality Clothes Shop."

A MAN MUST HAVE A HOBBY

(Continued from Page 27)

Some quiet as a darkened parlor whisper—none that shriek.
Ties that are extremely smart without being extreme.

Waiting For You

From 75 cents to $1.50.

All the various lines of men's and boy's clothes and furnishings have prominence of this entertaining nature in the "News," which is well printed and fully illustrated.

Another idea which has already been mentioned in these columns but deserves further emphasis is the little courtesy practised by the "Quality Clothes Shop" in enclosing a small card of thanks with every parcel that leaves their store. What customer would not feel impressed with the courtesy implied in the words, "Thank you. The patronage you have given us today is appreciated and we hope to have the privilege of serving you permanently. If for any reason you are not satisfied with your purchase, feel free to return the goods. Exchange will be made promptly or your money cheerfully refunded."

In the near future the store expects to send out a Christmas Suggestion List to its many customers to help them in the arduous task of finding just the right thing for "Him." None but practical and unsensational ideas are ever featured as part of the service of the store, even sales are not considered good policy except once a year for the purpose of clearing out any discontinued lines only.

Last winter when conditions looked fairly ominous, Mr. Fraser decided to write off his loss on the declining market at once and be done with it, and accordingly he did. Prospects for the coming year looked bad then and it was expected that fully $20,000 would be lost, but after the mid-winter sale was over and the spring gradually gave place to summer, Mr. Fraser found that instead of being behind last year's turnover, they are actually ahead. And another satisfactory sign if the times is the fact that their customers are now beginning to ask again for the more expensive grades of merchandise.

Once a man purchases merchandise at the "Quality Clothes Shop" he becomes a permanent customer, not because the town is small and opportunities for shopping elsewhere are not numerous, but Alec Fraser and Son believe firmly in the policy that "proper attention to individual requirements" spells success as well as service.

Summers & Frost Baseball Team Win League

"Get the boys' trade," said Weston Frost, of Summers & Frost, Men's Wear Store, at Kamloops, B. C., "and you will just naturally get the trade for men's wear in a very short time. If the boy is pleased with his "Knickersuit" he will come to you for his first suit of long pants."

"Just how do you get after the boys trade," the writer asked. "We have been bidding for the boys trade for the last several years," said Mr. Frost, "and we are getting it. A good many of the lads that we sold 'boys suits' to then, are regular customers for suits now.

"We have always taken a great interest in the boys sports. The one reason—the first reason—was because we like the boys, and we like sport. This is one of the livest towns for sport that you could find on the continent; I mean, among towns of this size, roughly five thousand people. I challenge any other town of five thousand to show a baseball league with four teams that has been in existence for three years, self-supporting, with money in the bank, and a record for never 'begging' for support. We have that league here, and all the lads play ball.

"At Christmas, Easter, Summer holidays, and various seasons between we give knives, baseballs, bats, etc., with the purchases of various sizes. I tell you 'that goes big with the kids.'

"We also outfit most of the clubs. Where necessary we finance the purchase of the suits, giving the boys a couple of months to pay up their balances.

"It might sound like bragging, so I won't tell you with pardonable pride that the 'Summers and Frost' team won the league trophy both this year and last. You needn't mention that." We won't.

"Then the climate around Kamloops does wonders for those with pulmonary troubles. The sanitorium at Tranquille is one of the finest Government institutions in Canada, and many a man regains his health here and goes forth with lungs as good as new. If possible, we try to give service in the way of suits and overcoats to these chaps.

"Business is good here, I don't mean that it 'comes easy,' but we find that the trade responds to intensive merchandising."

GETTING SEAMEN'S TRADE

(Continued from Page 21)

his business. Following the arrival of a vessel at the port, the firm takes steps to acertain the names of the crew and sends them a circular or letter setting forth the fact that they may obtain all the necessaries in clothing and equipment at their store. The next step is taken by the seamen who visit the store, generally together, and make whatever purchases are necessary but no money is paid over. The goods selected are parcelled up and delivered to the ship at one time and an itemized bill is rendered to the captain who pays the store in full and the money is later deducted from the men's pay when they again reach the other side, where they are always paid off after each trip. This method is satisfactory to both parties and is infinitely more efficient from a service standpoint than were the crews to call separately at odd intervals. A further convenience to the marine trade is the fact that there is a separate entrance and stairway leading up to the second floor, so that they need not foregather in the main store and be confused by the sight of so much other merchandise which is not what they require.

Workmen's Trade

All the year round the Magnusson store goes after the workingman's trade with vigor and studies the needs of different classes of workmen, so as to be in a position to supply the right kind of gloves or overalls or shirts as the case may be, to fill the needs of the engineer's, longshoremen, stevedores, firemen, etc. For instance, this fall, while the new C.P.R. Cantilever bridge was under construction across the Reversing Falls at St. John, the Magnusson store got out a special glove for rivetters, and a member of the firm took the glove over to demonstrate to the workmen. So great was the demand for this new glove that a large order was quickly placed with a manufacturer who promised to conform to the specifications required and the gloves are about to be delivered this month. Several excellent criticisms regarding the glove were received from the rivetters and their suggestions were closely followed out, so that the glove should be an ideal protection for the men when the cold weather sets in.

A similar idea was tried out in connection with longshoremens' gloves, when a special variety with two fingers only was introduced and also met with an unqualified success. Besides gloves, there are numberless styles of gauntlets, mitts and pullovers featured for workingmen, not to mention all the other furnishings and headwear and footwear which also find a place in this comprehensive store.

Display Work

There are five large display windows fronting the store, in which seasonable merchandise is always featured with a weekly change to keep its variety constantly fresh. One window especially is set apart for the latest goods, so that the touch of fashion is not overlooked in favour of more utilitarian merchandise. Price tags are always present in these displays but are small and of harmonious design. Both these and the showcards are original and are turned out by one of the firm, with a decided knack for the original and artistic.

Advertising

The Magnusson store uses a large space in the daily press once a week and the rest of the time uses locals in one of the papers which has a wide circulation. On the rare occasions when a sale is featured, usually twice a year only incidental to stock-taking, a half page of bargains are featured which always results in a clean sweep. Telephone orders are encouraged and every attention is given to phone calls.

Some of the reasons why the firm has been able to sell good merchandise at exceedingly low prices were quoted as follows:

"1. Because we buy all our merchandise for cash and give customers the benefit of our cash discounts.

2. Because we sell for cash only and have no book debts; therfore no bookkeeping or collecting fees to pay.

3. Because we have no high rent to pay. We were lucky to have secured a long lease on the three story building we now occupy, at a very low price, when we consider present high rents.

4. Because we do a large volume of business and are satisfied with small profits and quick sales."

The management of the store believes in buying carefully at all times and in proceeding warily during the coming winter months, when conditions will be still difficult in the maritime provinces owing to the general industrial depression. Mr. Magnusson is of the opinion that a further period of adjustment may be in store and his advice to all retailers is to be familiar at all seasons with the cost of overhead as well as with the condition of stock in the store. If ever a time for definite merchandising knowledge has come, it is the present, in his opinion, and he advocates the employing of system in every branch of business.

The Magnusson store is almost a department store so comprehensive is its scope, and so thorough are its business methods. The policy of the business is always "money back if you are not satisfied, and our guarantee stands behind every sale." The salesmen are specialists in their particular lines, and customers are assured of the best service a well as the highest grade of goods.

Mr. Magnusson occasionally uses a cotton streamer sign on his own motor car when any particular event needs special publicity, and he anticipates in the near future sending out personal letters bearing a photograph of his store as well as advertising a new brand of clothing which he expects to feature this fall. As he expressed it himself, "merchandising methods at present should be adapted to each merchant's peculiar needs, and if they are somewhat odd, no matter, if they bring in business, its no one else's affairs."

ARCH MOIR ON CLOTHING SALESMANSHIP

(Continued from Page 34)

into my store with her 15 year old son and asked me to fit him into a suit. I asked her what style she preferred and she selected a very expensive kind, silk lined, which cost about $55. I did not dare not tell her the price, but let the boy try it on. Finally she asked how much it was, and when I told her with an apologetic accent, she merely opened her hand bag and laid the $55 on the table without a word. I knew that she scrubbed floors in the bank across the street and to say that I was surprised, puts it mildly. One cannot always tell who is going to be a good customer, you see."

Instalment Payments

Another word of advice emphasized by Mr. Moir referred to the avoidance of payment by instalments. "Insist that bills be settled at once, or you will have difficulty in collecting them at all. Once a suit is worn a few weeks, the desire to pay for it will automatically cease."

The Salesman's Appearance

"I would also emphasize the importance of the salesman's own personal appearance," remarked Mr. Moir, "and I hold that his first duty be to appear well groomed and turned out every hour of the day. How can he expect to convince customers when he himself has on an unpressed suit, or an old fashined cravat, etc.?"

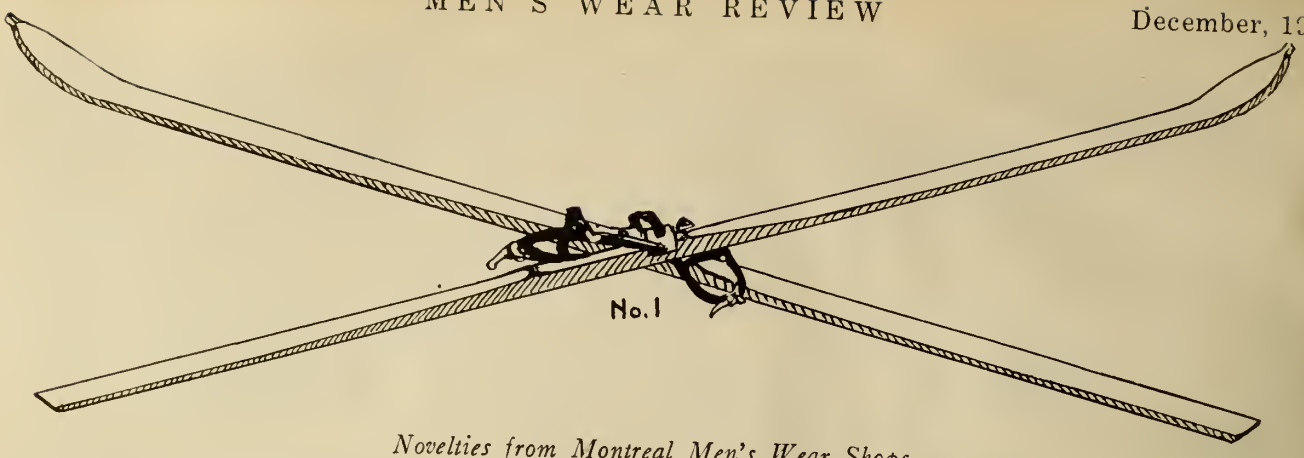
Mr. Moir believes in attracting college students as customers because they appreciate good advice and help in selecting clothes for business and social functions. Sending out a plain card announcing a 10% reduction off the regular price during the college year, has proved a very successful plan with Mr. Moir and one which the students took full advantage of. The advantage of a card is that it can be slipped into the pocket and kept as a reminder instead of being thrown away as old letters too often are.

Tuxedos Lead in Formal Dress

About now is the time when the majority of customers are interested in new evening clothes, and Mr. Moir explained that this year many more tuxedos are selling than full dress coats. The average price for such a suit is now about $65. and an ordinary business suit, around $45. as against a former cost of $95. and $80.

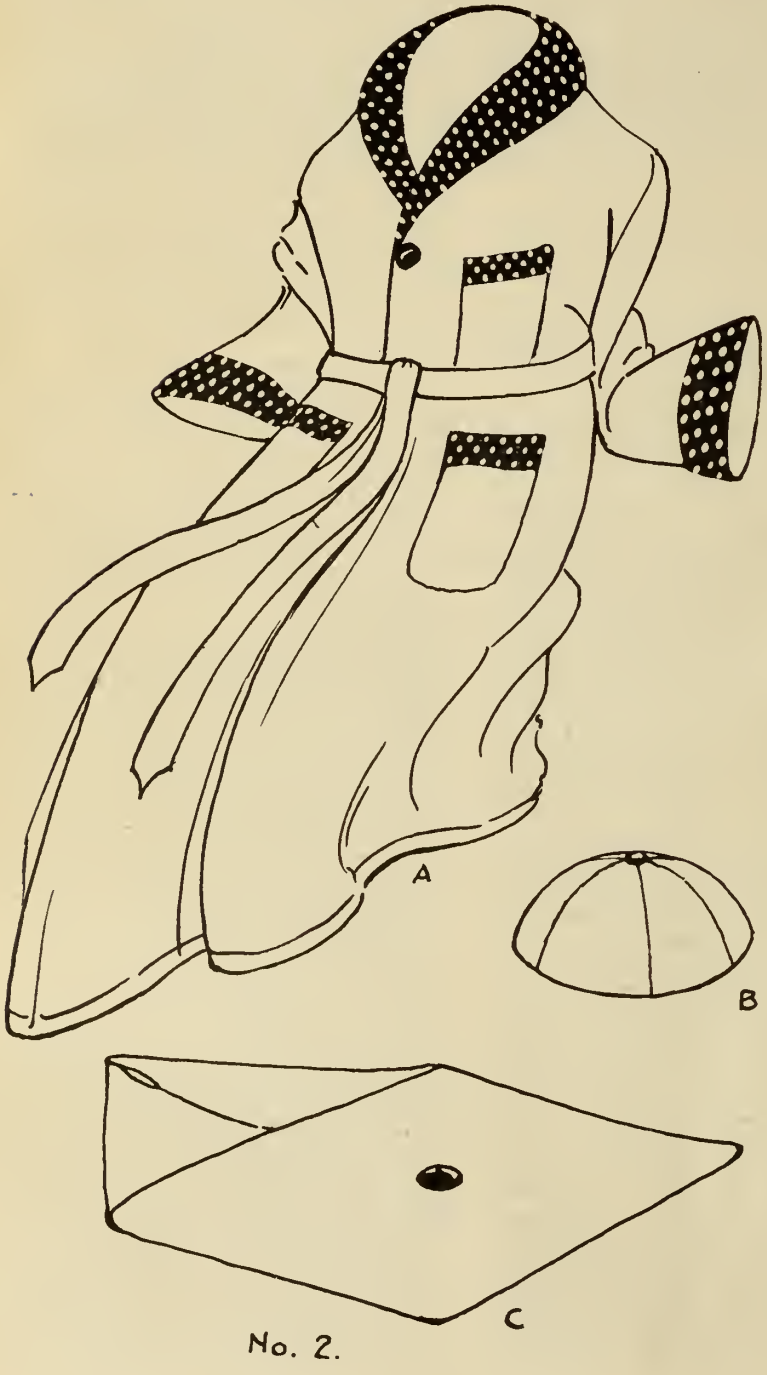
"'All customers believe the price for suits should be away down lower than it is," concluded Mr. Moir, "and every

(Continued on Page 40)



Novelties from Montreal Men's Wear Shops

Sketch 1 shows the newest development in Norwegian skis, made of hickory wood, unbreakable, about 10 inches longer than the ordinary style and used by all the champions of world contests. These are a leader in all sporting goods sections now and are being played up with unusual hosiery, boots, scarves, etc. Shown by Spalding Brothers of Montreal. Sketch 2 reprcsents a silk dressing gown designed for travelers complete with cap to match and carried in a silk envelope. The gown is made of English Foulard and comes in diffcrent color combinations such as old blue or mauve. The cap is a new feature and is much appreciated by discriminating men. Shown by Glen Case of St. Catherine Street West. The third sketch shows some very new cashmere socks imported from England by Arthur Moquin of St. Catherine St. The feature of these socks is the dotted line effect which gives a smart mottled effect to the front part. The color combinations achieved are arresting, such as brown with blue or white, blue with purple, red with blue, etc. Sketch 4 features the latest development in masculine accessories, namely a sterling silver case for one's cigarette holder to be worn on the watch. The case is of English make and is fitted with an amber arm gold holder. The opening cap is held in place by a pivoted hinge which protects the holder from injury in the pocket. Shown by Henry Birks and Company.



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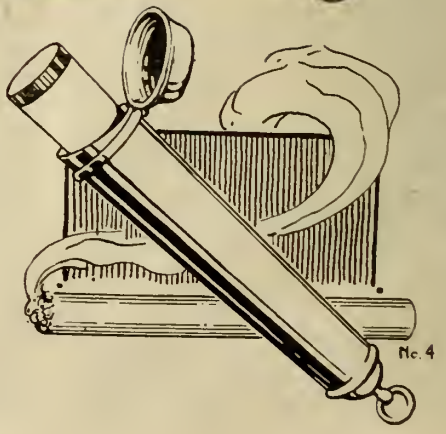

Price Card More Essential Than Formerly Useful Hints Regarding Display Work

Well-Known Display Man in Buffalo Says Price Card Carries Explicit Message on Question of Values—Avoid Uncertainty in Using Price Cards—Sameness in Window Display—Photography and Its Uses to Display Men

DURING a recent visit to Buffalo, Dry Goods Review had a chat with a window display man whose reputation as such in the United States is of the very highest. He has been awarded numbers of prizes for his displays in many of the contests that have been engaged in in that country by display men from the Atlantic to the Pacific. Of course, he believes profoundly and fundamentally in the value of the window as a salesman. He says the window is the passerby's introduction to the store—and what lasting impressions are created at the first introduction? Favorable impressions or lasting prejudices are created on introduction that even time can hardly eradicate from the mind or subsequent dealings obliterate. That is one of the first lessons to be learned by the display man—that he is introducing his store, his firm and its entire service to the public as it passes the door. That fact alone emphasizes two others—that the display man should be careful how he makes his introduction; and the firm should be careful in selecting the man who is to make the introduction of what they have to offer to the public.

Price Card More Essential

We recognize the fact that there are two distinct views with regard to the use of a price card. It is rather a coincidence that, in the city of Buffalo these two views are represented by two very successful stores, one immediately across the street from the other. But then, they are two different kinds of store. One is the very essence of conservatism; the buyer in this store recently told us that they were doing more business than a year ago and he assigned the reason to the fact of their traditionally conservative policy. They do not use price tickets because their merchandise is high-priced—with quality to correspond. They believe that the price ticket would scare many a buyer away even before he entered the door. They argue that the character of their merchandise will bring people into their store and, once there, they depend on salesmanship of high quality merchandise which gives service and makes lasting friends.

On the other hand, the store to which we referred in the first instance, is a thorough believer in the use of the price card. The display man whose name is known from coast to coast stated to Men's Wear Review during a conversation that the price card was more essential than ever to successful merchandising. The reason he gives is a simple one—people are looking for values as never before. It makes a difference now whether a garment is $50 or $45, whether it is $2.00 or $1.50. Price carries weight that it did not carry two years ago, or rather it might better be said that it carries a different sort of weight. Two years ago, the higher the price the easier the sale. Now it is not the same, as all dealers know full well. The message given through the price card is more explicit than it formerly was, and for that reason, has a new bearing on the whole merchandising problem of the modern dealer.

The Card Itself

The card itself is an important factor, says this display man. Uniformity is a very desirable thing; it lends attractiveness to a display. Of course, if there are many sections to be dressed—as there happens to be in the store referred to—it is not necessary to have the same sized card in all the sections. But each section should have the same sized cards—with one exception. There might be a large card in the very centre of the section with the price displayed prominently enough to be seen from across the street. The cards he uses are one inch by two and a quarter which gives 128 cards out of the ordinary sized sheet of cardboard.

Avoid Uncertainty

One of the things to be avoided in the use of price cards is uncertainty. One will often see a unit display with a large card in the centre, reading from $1.50 to $5.00. The mind of the passerby is immediately thrown into confusion. He wonders which is the $1.50 and which is the $5.00, and if he takes the trouble to go into the store to make inquiries he often finds that the article desired was the $5.00 one but he believed it would be the $1.50 article. It leaves an unfavorable impression on the mind and the thought takes root, perhaps, that reasonable values are not obtainable. And this is all due to the simple fact that the price card has lacked definiteness, it has not been explicit where it might easily have contained both of these features. This display man holds that each piece of merchandise should have a separate price card. The double purpose is then served; the passerby sees what value is offered and knows the exact price of each piece of merchandise shown in the window.

Avoid Sameness

It is very necessary that the display man avoid sameness in all his displays. If not, one gets the impression that the windows are never changed even though they always look very attractive. This display man cited the case of a well known display man whose windows were always artistically arranged and every law of window display properly observed. But the impression grew on the minds of the firm that the windows were never changed because there was always the same look about them. They were wrong insofar as changing the windows was concerned—they were changed very frequently but the display man lacked the quality of variety in his work.

Study Photography

By the study and practice of photography this fatal habit of sameness can be largely overcome. On one other occasion we have referred to the Display Men's Associations that have been formed across the line in many of the American uses. One of their uses of recent development is the study of the camera and photography. Each member of the association is taught how the camera is used by an expert, with special reference, of course, to the taking of pictures of window displays. With this knowledge put into practice, the display man has a record of his work and can avoid sameness and can, further, make a careful study of his own work. This record serves an additional purpose in the Association. The displays are criticised by other members of the Association and improvements are suggested.

Can Sell Himself

There is one other feature of this photography that should not be overlooked by the display man. The time may come when he will want to sell himself to another firm on the strength of his display ability. What has he to show to justify his contentions? In such a case of photographic record is indispensable.

Can Help Manufacturer

Display men across the line have found out their photographic record of displays has been invaluable to manufacturers who advertise nationally. By producing the pictures of their windows they can show the manufacturer they are co-operating with him in his national campaign. The manufacturer, in this way gets a bigger conception of the power of national advertising—and that is good for both manufacturer and dealer.

Normal Conditions In England Depend Upon The Righting Of International Exchange

Returning Buyer Says Distress Merchandise Would Quickly Move Out if United Kingdom's Export Trade Were Resumed—Manufacturers Have Cleaned Out Their Stocks—Righting of Exchange Would Soon Cause Shortage of Merchandise

NOT UNTIL the exchange situation is righted—or, in other words, not until European and other countries are able to buy advantageously from England and so bring about the resumption of her normal export trade—will conditions in that country warrant a more optimistic outlook. That is the opinion of the buyers and one of the directors of one of the large department stores in Toronto who has recently returned from a trip to England and France. Just to what extent the United Kingdom is dependent upon the world for trade, both import and export, was indicated by Rt. Hon. A. J. Balfour at the Washington Disarmament Conference the other day when, in announcing the Empire's viewpoint with regard to naval disarmament, he stated that provisions for only seven weeks out of the year were to be found in the United Kingdom at any given time of the year. The buyer to whom we talked referred to a fact not less significant to industrial England when he stated that while they had a population of, roughly, 45,000,000 or 50,000,000 of people, their manufacturing capacity was sufficient for 500,000,000 of people. Not only is home consumption cut down by reason of the fact that there are upwards of two millions of men out of work but foreign countries, good customers of big British mercantile houses, are unable to buy on account of the exchange situation.

Wipe Out War Debts

According to our informant, a good deal of talk is heard on every side about the cancellation of the war debts incurred during the last few years. He stated that Englishmen were disposed to agree to the cancellation of these debts providing the United States cancelled their (England's) large debt. But nothing concrete had either been done or suggested, with the result that the exchange rate was such that foreign countries could not buy in the English markets and export trade from the United Kingdom was, accordingly, nearly wiped out. This, of course, resulted in unemployment; and our informant quoted a leading British financier—a man whose name is a household word even in this country—as saying that in a year's time there would be twice as many men out of work if the situation were not righted.

Would Soon Create Shortage.

If this situation were righted, said this gentleman to Men's Wear Review, there would soon be a shortage of merchandise in many lines, a shortage that would be much more acute than that which occurred shortly after the signing of the armistice. "If the exchange rate were normal tomorrow so that European countries could go into the British markets and purchase their requirements," said this man, "there are men who to-day cannot pay their bills and are being carried by the banks who would be millionaires within a week's time." There are, he says, great quantities of distress merchandise in the United Kingdom to-day; some of the warehouses are filled to the very doors with it. There is no outlet for it, comparatively speaking, because of the inability of foreign countries to buy. There are a number of Canadian and American buyers there, but their trade is but a drop in the bucket. Moreover, it is restricted in many lines because there is very little that is new on the market to be bought. This buyer stated that he had only bought about 25 per cent. of what he intended to buy, on this account.

Cause of Distress Merchandise

One of the outstanding causes of such quantities of distress merchandise, said this man, was cancellations. When the first clouds appeared upon the horizon more than a year ago, cancellations began to pour into the British houses from foreign countries. At the same time, contracts had been awarded British manufacturers. The net result was that from two sources—manufacturers and firms cancelling their orders—merchandise began to pile up in the wholesale houses. They have been quite unable, up to the present time, to clear out much of this merchandise. The manufacturer has clear shelves; it is the wholesaler who is suffering from distress goods. And it is this merchandise which would soon be cleaned out if the exchange rate were righted, if debts were cancelled and if foreign countries were able to buy normally so that export trade would be resumed in normal proportions, manufacturing resumed, and unemployment relieved.

Two Prices

There are two distinct prices obtaining in England to-day—prices for made-up merchandise, and prices for merchandise, to be made up. Our informant stated that there were houses there to-day that had operated on a one-price policy for a hundred years now prepared to listen to buyers regarding prices. The re-action of this condition, he felt, would make itself apparent to some extent in Canada. More buyers were going to England than formerly, and were picking up merchandise at prices that would be considerably under some of the Canadian prices now being asked. He said that some of the leading Canadian houses were again revising prices on some lines of imported goods as a result of recent trips to the English markets and he believed that this would continue for some time to come.

Trouble With Labor.

This buyer from observations and conversations he had with prominent business men in England believes that there is still a good deal of trouble with labor. The unions are making a very strong stand for union wages in face of prevailing conditions, increasing unemployment, and the development of foreign competition due to smaller productive costs. If they work, they demand union wages; if they don't work they demand government doles equal to the union wage. It must be either one or the other, and the solution of all these vexed problems, according to this buyer, is being left to the government. Outside of government circles, there seems to be little effort made to solve the problems which keep pressing more and more severely as time goes on.

ARCH MOIR ON CLOTHING SALESMANSHIP

(Continued from Page 37)

salesman should be able to do a little educating upon the subject, explaining that costs cannot go any lower at present, and pointing out what a big drop has already occurred. Most men don't realize it."

Need For Young Men As Clerks

Finally, according to Mr. Moir, there is no room today for the old man as a clothing salesman. This work requires the services of young, alert and wide-awake men, who are interested in the current sports and interests of the day, as well as being up to the minute in knowledge of styles and conditions. Mr. Moir himself is a life member of the Montreal Amateur Athletic Association and is one of its most active members. He is interested in many outside lines as well as in his work, and modestly explains his success in the clothing field by the fact that he likes to meet men and be a good mixer. The fundamental qualities of a good business man cannot be better summed up.

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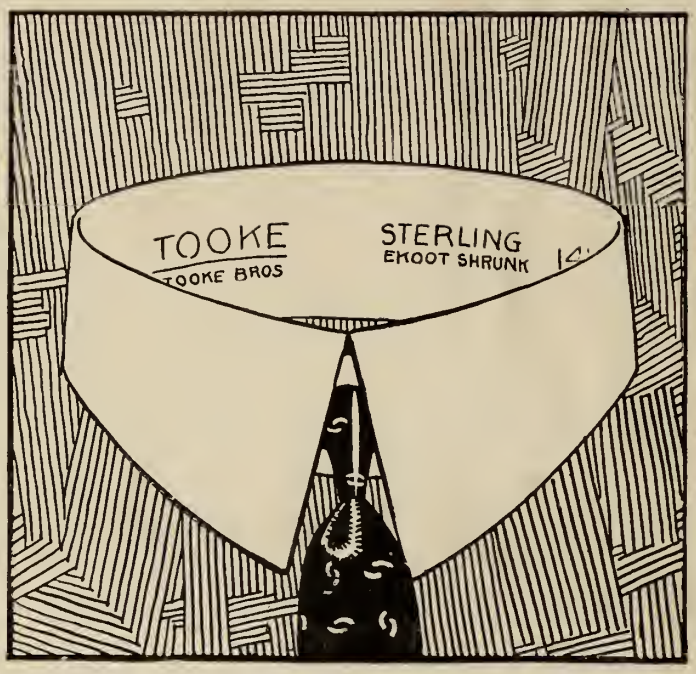

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